

a proposal for

Fort Lawton

MAKERS
Read Wagoner
Lorig
Reid Middleton
Heffron Transportation, Inc.

make (māk) *vb* 1 to bring into being by shaping or altering 2 to form in the mind, a judgment or plan 3 to put together by combining parts 4 to build, construct, formulate, devise, create 5 to prepare for use; arrange 6 to cause to happen

March 6, 2008

Mr. Dave Barber
City of Seattle
Fleets & Facilities Department
700 Fifth Avenue, Suite 5200
Seattle, WA 98124

Re: Reuse Planning for Fort Lawton Army Reserve Center

Dear Dave:

Thank you for the opportunity to present our proposal and team qualifications for the Fort Lawton Army Reserve Center Reuse Plan. This is a challenging project, with many contrasting stakeholder and community interests. It is also a creative planning opportunity and the kind of project we enjoy.

We believe the planning team we are presenting is appropriate for the reuse plan's scope of work. In addition to MAKERS' experience and skill in developing plans with complex user needs within sensitive community settings, our project team includes other very appropriate strengths. These are:

- **Housing Experience.** The *Lorig Company* brings significant housing design and development experience to the project.
- **Reuse Planning.** *MAKERS* and *Reid Middleton* have worked together on numerous similar projects, including military facility reuse plans.
- **Public Outreach Programs.** *Read Wagoner* brings significant additional public outreach and coordination skills.
- **Programming and Cost Analysis.** *MAKERS*, *Lorig*, and *Reid Middleton* all bring direct working knowledge of construction and project development costs.

We look forward to your review of our submittal and to discussing the project with you in the near future.

Sincerely,



Gerald Hansmire
Partner

Suite 901
1425 Fourth Avenue
Seattle, Washington 98101

phone/ 206.652.5080
fax/ 206.652.5079
e-mail/ makers@makersarch.com

08_Seattle_FtLawton_ltr.doc

Introduction

The attached document outlines our approach, team qualifications, and preliminary budget for the Fort Lawton Army Reserve Center Reuse Plan. Our approach is directed at accomplishing three objectives. These are:

- To define a reuse plan that respects the site and local community while allowing a mix of housing types and services to serve a mix of incomes and needs.
- To develop a plan that is practical, pragmatic, and economically viable and that makes the best use of the project's existing facilities and resources.
- To develop a plan and strategy that allow flexibility in project phasing while incorporating a process where implementation of one project anticipates the follow-on implementation of another.

Team Members

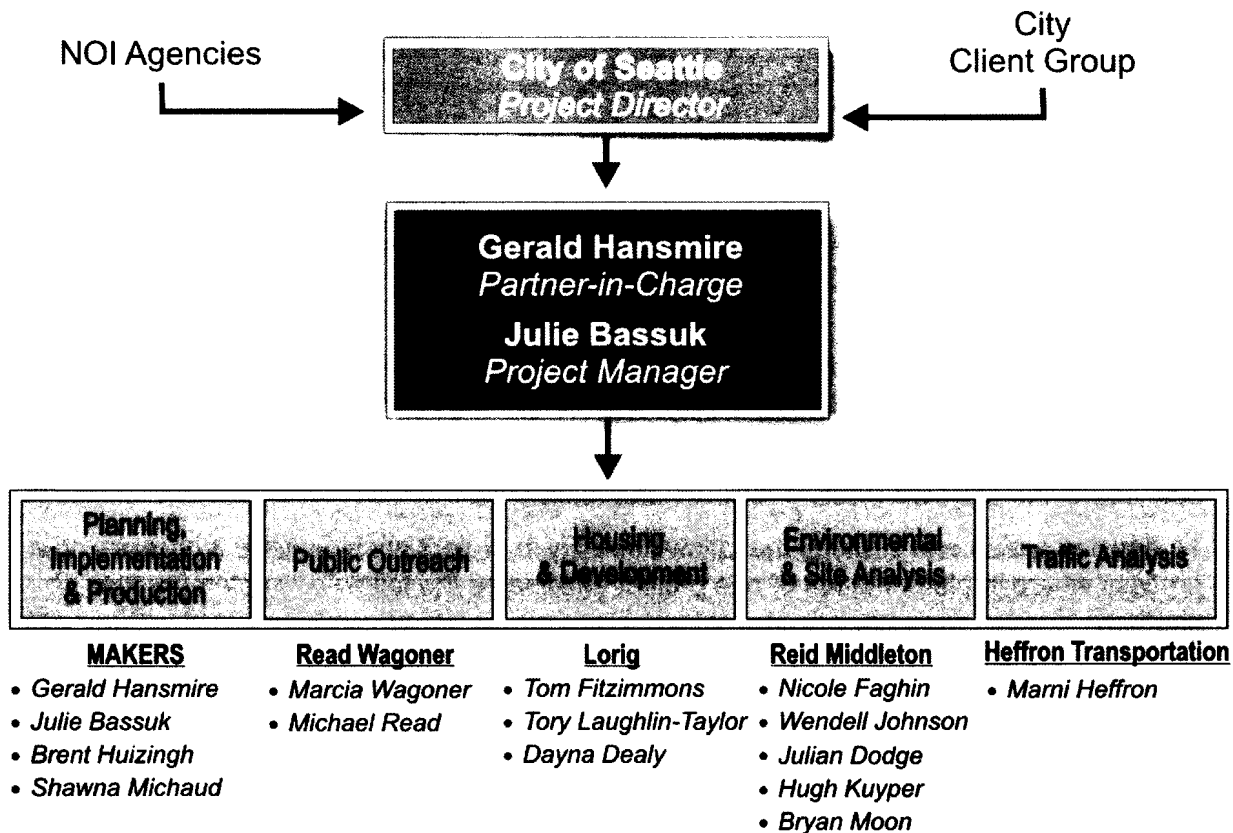
To achieve these objectives, we have assembled a team led by **MAKERS architecture and urban design** and supported by the following consultants:

- **Lorig** for project feasibility, housing type, and market analysis.
- **Read Wagoner** for public outreach and community involvement services.
- **Reid Middleton** for environmental analysis and site infrastructure review and analysis.
- **Heffron Transportation** for traffic and circulation analysis.

This team combines a wealth of recognized project planning, development, and public outreach skills that are directly applicable to the needs of the Fort Lawton Army Reserve Center Reuse Plan.

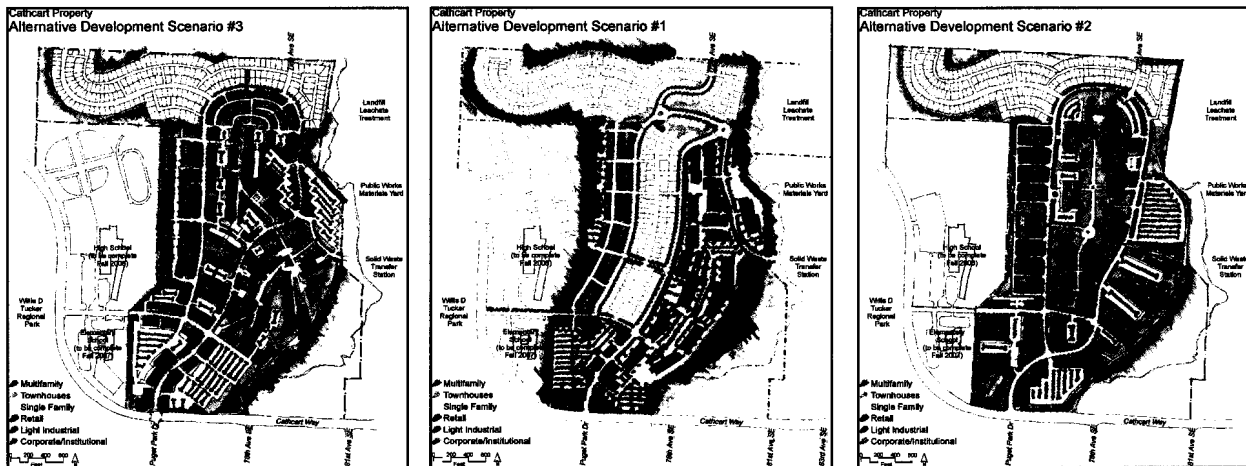
Organization

MAKERS architecture and urban design is the plan's prime contractor and will lead its facility planning, implementation strategies, and plan production components. MAKERS has 37 years of similar facility and community planning experience. Our clients include municipal and county governments and state and federal agencies, including the Departments of Defense, Homeland Security, and Commerce. We have completed over 800 planning assignments, with approximately one quarter of these involving the analysis and reuse of government facilities, including BRAC analysis and the reuse planning of numerous military facilities. The project team will be led by **Gerald Hansmire** as partner-in-charge and **Julie Bassuk** as project manager. Gerald is the founding partner at MAKERS and Julie is a lead project manager for many of our most complex planning tasks. Gerald and Julie typically provide these coordinated management roles on major planning projects.



Expected Availability of Team Members

All team members are expected to be available throughout the term of the project.



Cathcart Property Study Alternatives

Response to Selection Criteria

The project RFP asks the consultant/team to possess several specific qualifications. Our response is summarized as follows:

■ **Strong experience in housing development work, including cost estimating, budgeting, operating pro formas, including both small and large mixed-income developments.**

Lorig has over 30 years of local experience in housing and real estate development. The company is known for doing complicated projects, often under complex community, market, and regulatory circumstances. Lorig is experienced in both new construction and renovation, including seven buildings on the National Register of Historic Places. Many of the projects include some element of public participation in the form of publicly provided land, buildings, or financing or are done for nonprofit sponsors.

Lorig develops property for its own account and acts as a consulting developer for private, nonprofit, and public entities. It brings a broad range of skills and experience to the development process, including: property acquisition, market research and project definition, financing, debt (both bonds and conventional bank and institutional sources), equity (private investors and institutions), public (loans and grants), private fundraising (for nonprofit and public service agencies), zoning, permit and other regulatory approval, management of design and construction, cost control and value engineering, sales and leasing, and property management.

Also see the attached resumes and project sheets and the company's web site at www.lorig.com.

■ **Strong previous experience successfully providing similar services to public agencies, particularly on major planning projects and involving potentially contentious issues.**

MAKERS has 37 years' experience in providing planning services on complex, sensitive, and often contentious studies. The firm is known for its ability to develop consensus in difficult and often politically sensitive projects. MAKERS is also known for its community planning skills and ability to communicate with local citizens and engage them in a proactive planning process. We work primarily for public agencies and are well aware of special needs of a public planning process.

Our resume of successful planning projects containing complex and sensitive issues includes:

- Major facility siting projects for numerous local port districts, including the Port of Seattle (Piers 90/91 Reuse Analysis).
- City of Blaine airport closure analysis, a very contentious public issue.
- Neighborhood comprehensive plans for five Seattle neighborhoods, including the Downtown Commercial Core, which included significant public outreach programs.
- Regional planning for all U.S. Navy facilities on Puget Sound. These plans involved very complex planning issues affecting major facility siting, BRAC analysis, housing

management programs, and multiple tenant concerns with high levels of Congressional and command concerns.

MAKERS' planning projects have received dozens of awards, letters of commendation, and return contracts from our clients.

■ **Strong previous experience designing and implementing community involvement strategies, and making presentations to a variety of stakeholders.**

MAKERS is well known for the quality and effectiveness of its community involvement work and for the clarity and quality of its presentations. We have also included the firm of Read Wagoner to provide additional public outreach program skills to our team.

Read Wagoner provides public outreach and involvement services for planning and capital facilities projects. The firm's strategic approach is designed to work closely with design teams and public agencies to assure that projects gain the community insights they need for success by applying the right tools at the right time. Read Wagoner's partners have extensive experience in design charrettes and stakeholder workshops structured to problem-solve and generate achievable solutions to complex opportunities.

■ **Knowledge of or previous experience with agencies or organizations providing housing and services for homeless people.**

Although we do not specialize in this issue, we frequently coordinate with multiple public service agencies in the preparation of our planning projects. The incorporation of these services within the plan's reuse concepts is something we feel our planning approach and experience are fully capable of accomplishing.

■ **Ability to assemble and manage team members and sub-consultants, if necessary, to provide required skills and complete the required tasks listed in the Scope of Work.**

MAKERS' project management approach stresses ongoing partner direction and oversight for all project activities. We also incorporate frequent team and client meetings to monitor project progress and schedules. For the Fort Lawton Army Reserve Center Reuse Plan, we have assigned both Gerald Hansmire and Julie Bassuk to lead the project. Gerald will act as partner-in-charge and will lead the main reuse planning effort. Julie will provide ongoing project and team coordination and will be significantly involved in the community outreach plan, schedule, and client group coordination.

■ **Licenses to do business in the State of Washington and the City of Seattle.**

MAKERS has both licensed architects and certified planners assigned to the project. MAKERS is also licensed as a business with the City of Seattle, State of Washington, and several other local municipalities. We also meet all City insurance requirements.

■ **Availability of team members and resources to ensure project is completed on time.**

All designated team members are available to support the project throughout its duration. In addition, MAKERS and the consultant team have significant additional resources to support the project should the need arise.

Scope of Work

The following outline presents our response to the project scope of work. It intentionally follows the RFP scope of work by task heading so that individual responsibilities can be tied to each task's requirements.

Task 1: Community Involvement Process

We have assumed the project will involve four major community outreach meetings.

These are:

- Initial goal-setting and visioning workshop (*Task 3a*)
- Site program alternatives workshop (*Task 3b*)
- Alternatives site plans workshop (*Task 3c*)
- Preferred plan/implementation strategy workshop (*Task 4*)

In addition, we anticipate there will be numerous team progress meetings and meetings with other City officials, staff, and stakeholders. Budget for these meetings is incorporated in the project management budget.

Task 1 Work Elements

	MAKERS	Read Wagoner	Lorig	Reid Middleton	Heffron
• Review prior outreach activities	✓	✓			
• Meet with the client group to kick off project and review goals and objectives	✓	✓	✓	✓	✓
• Prepare outreach plan and schedule		✓			
• Schedule outreach workshops and prepare notification plan		✓			
• Prepare for and attend four outreach meetings/workshops	✓	✓	✓	✓	✓
• Document outreach meetings		✓			
• Prepare community outreach report	✓	✓			

Estimated Task 1 Budget

MAKERS	\$13,365
Read Wagoner	23,760
Lorig	3,300
Reid Middleton	2,400
Heffron	2,400
Task 1 Subtotal	\$45,225

Task 2 Evaluation of Existing Conditions, Constraints, and Opportunities

This task will evaluate existing conditions based on available information and visual inspections of the site and buildings. No on-site testing or data development will be conducted.

Task 2 Budget Summary

Task 2a	\$23,000
Task 2b	15,000
Task 2c	22,580
Task 2d	18,800
Task 2 Subtotal	\$79,380

Task 2a Evaluation of Existing Structures

This task will prepare a summary of existing structures and their reuse potential. Rough order of magnitude cost (ROM) estimates of redevelopment costs will be developed for these buildings during Task 3 alternatives development.

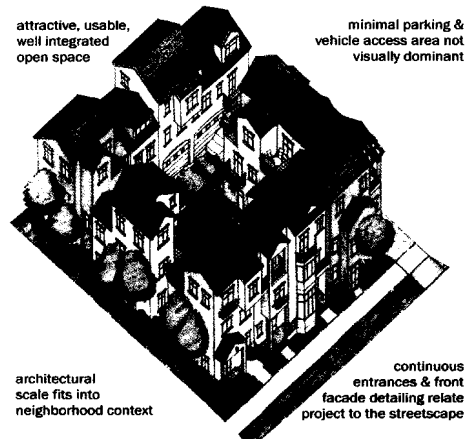
Task 2a Work Elements

- Conduct on-site walk-through of buildings
- Review floor plans and existing data/reports
- Define individual reuse potential and constraints
- Prepare summary report of building constraints and issues
- Prepare ROM costs

MAKERS	Read Wagoner	Lorig	Reid Middleton	Heffron
✓			✓	
✓			✓	
✓			✓	
✓			✓	
See Task 3				

Estimated Task 2a Budget

MAKERS	\$10,500
Reid Middleton	12,500
Task 2a Subtotal	\$23,000



Low-Rise Housing Study

Task 2b Evaluation of Existing Infrastructure

Task 2b will review existing infrastructure using existing available data. This analysis will focus on the existing infrastructure network and its age, known conditions/problems, location, etc.

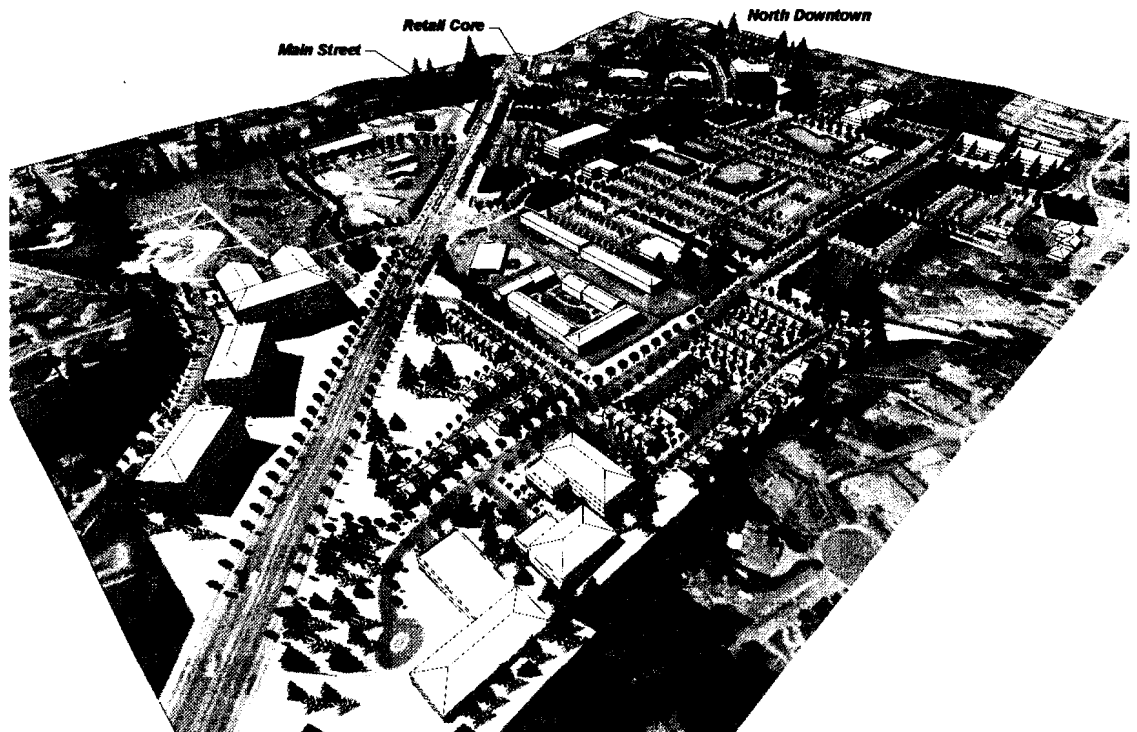
Task 2b Work Elements

- Review data of existing utility infrastructure (water, electricity, sewer, drainage)
- Summarize existing conditions review and capacities
- Describe utility and other infrastructure needed to serve the federal presence
- Summarize roadway and surface infrastructure condition/location
- Estimate infrastructure needed to support reuse options

MAKERS	Read Wagoner	Lorig	Reid Middleton	Heffron
			✓	
			✓	
			✓	
			✓	
Included in Task 3				

Estimated Task 2b Budget

Reid Middleton	\$15,000
Task 2b Subtotal	\$15,000



Bonney Lake Downtown

Task 2c Evaluation of Site Characteristics

This task will prepare an existing site conditions and constraints analysis of the Army Reserve property. The analysis will be based on field observations at the site and on existing available data. No new on-site testing or scientific analysis will be conducted.

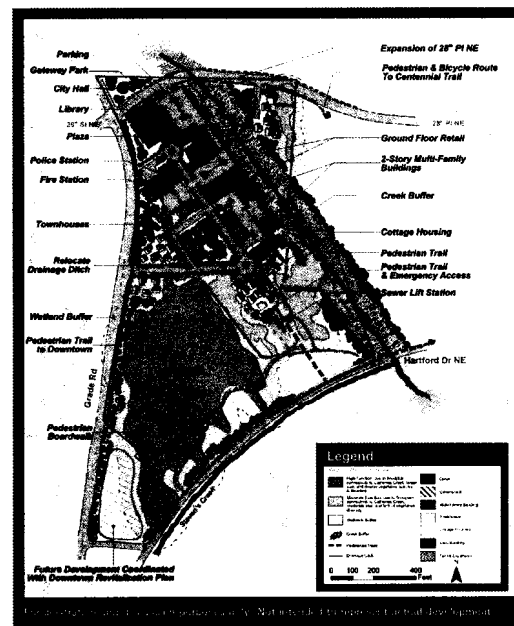
Task 2c Work Elements

- Evaluate zoning, codes, and land use
- Determine location of critical areas and clearances
- Identify known wildlife, blue heron rookery, and eagle nesting sites and clearance constraints
- Determine existing traffic patterns
- Review, by visual inspection, areas of potential geotechnical and steep slope concerns
- Identify storm water/drainage patterns
- Identify existing transit service/routes
- Prepare summary report of site characteristics

MAKERS	Read Wagoner	Lorig	Reid Middleton	Heffron
✓				
			✓	
			✓	
				✓
			✓	
			✓	
				✓
✓			✓	

Estimated Task 2c Budget

MAKERS	\$4,860
Reid Middleton	14,720
Heffron	3,000
Task 2c Subtotal	\$22,580



Lake Stevens Grade Road Master Plan

Task 2d Background Housing Information

This task will provide background on potential housing types and potentials for incorporation in the reuse plan.

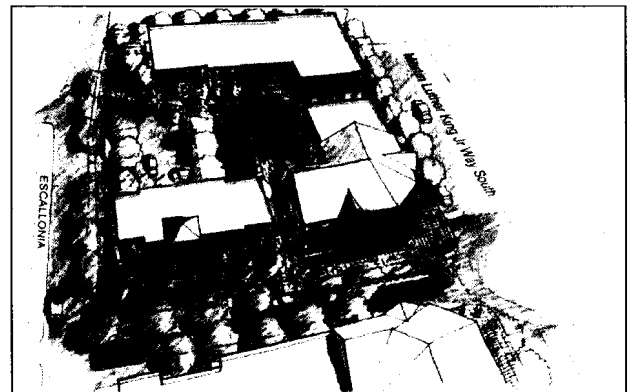
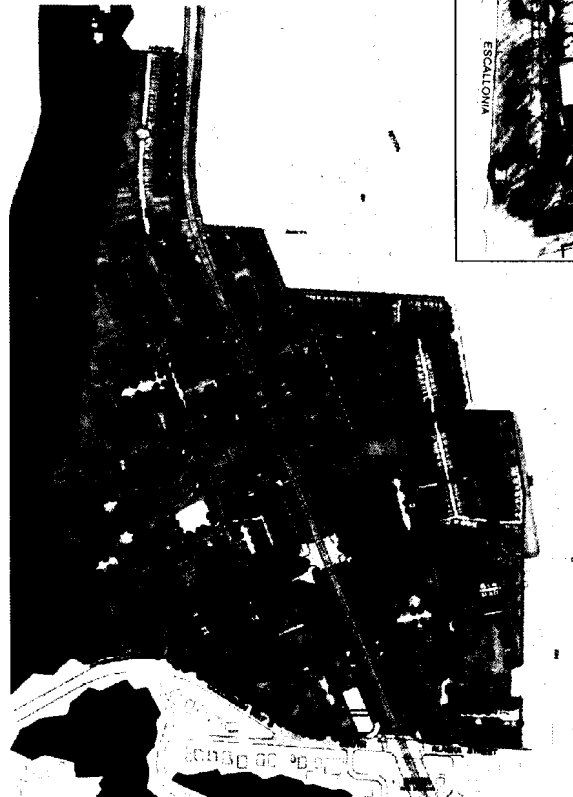
Task 2d Work Elements

- Assemble background on housing types: homeless, self-help, affordable, market rate, etc.
- Prepare housing type examples and services presentation
- Review market rate housing potentials and types

MAKERS	Read Wagoner	Lorig	Reid Middleton	Heffron
		✓		
✓		✓		
		✓		

Estimated Task 2d Budget

MAKERS	\$3,300
Lorig	15,500
Task 2d Subtotal	\$18,800



Rainier Vista Development

Task 3 Preparation of Site Concept Alternatives

This task sets goals and establishes a vision, develops programming alternatives, and prepares site plans to illustrate alternative concepts.

Task 3 Budget Summary

Task 3a (included in Task 1 budget)	\$0
Task 3b	30,940
Task 3c	52,220
Task 3 Subtotal	\$83,160

Task 3a Goals and Vision Setting

The work elements outlined below are already included in the Task 1 community outreach budget.

An important consideration in Task 3a activities is our approach to the workshops. Our workshop format is based on an interactive process, where the attendees become direct participants in the planning and decision-making process. We structure workshop problems—based on the project's actual opportunities and constraints—and ask participants and stakeholders to make decisions about how to respond to these issues in a positive and proactive manner. We would use this format in all project workshops.

Task 3a Work Elements

- Prepare reuse plan goals and consult with the client group and NOI agencies
- Conduct initial visioning workshop

MAKERS	Read Wagoner	Lorig	Reid Middleton	Heffron
✓	✓			
✓	✓	✓	✓	✓

Estimated Task 3a Budget

Task 3a budget is included in the Task 1 budget.



Task 3b Program Alternatives Studies

This task develops programming alternatives for the types of uses. The potential uses will be reviewed with the client group, NOI agencies, and other stakeholders. This review will ensure scenarios used to develop site plan alternatives include the desired mix of uses and balance of constraints needed to incorporate various client group and NOI agency potential involvement. The alternative site programs will also be evaluated on their ability to support overall project goals and objectives.

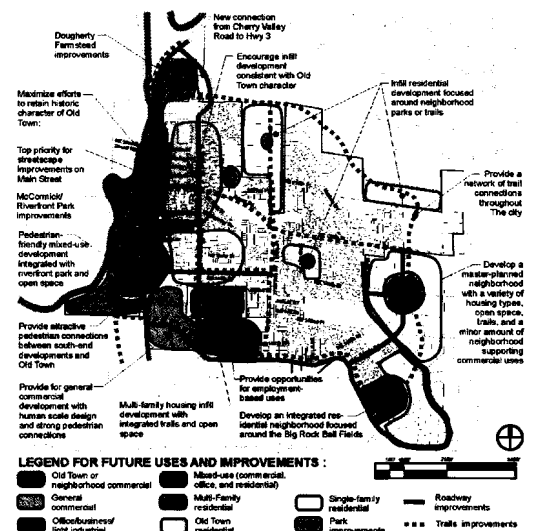
Task 3b Work Elements

- Prepare a tentative program evaluation process and tools
- Develop three program alternatives for review, each alternative program reflecting a different reuse approach, concept, or opportunity
- Meet with the client group and NOI agencies to review program alternatives and evaluation process
- Conduct the alternatives program workshop
- Prepare a program alternatives summary report, including the alternatives evaluation process
- Prepare a PowerPoint presentation and documents for use in project meetings

MAKERS	Read Wagoner	Lorig	Reid Middleton	Heffron
✓		✓		✓
✓		✓	✓	✓
✓		✓		
✓	✓			
✓	✓			
✓				

Estimated Task 3b Budget

MAKERS	\$19,440
Read Wagoner	2,000
Lorig	4,000
Reid Middleton	3,500
Heffron	2,000
Task 3b Subtotal	\$30,940



Duvall Vision Plan

Task 3c Preparation of Site Concept Alternatives

This task prepares site development alternatives based on the program alternatives and other information developed earlier. The goal of this work task is to provide clear site development alternatives that the community, client group, and NOI agencies can evaluate and decide which plan or combination of plan alternatives best meet the project goals, and their individual objectives as well.

Task 3c Work Elements

	MAKERS	Read Wagoner	Lorig	Reid Middleton	Heffron
• Prepare three site concept alternatives using information from prior analysis	✓				
• Prepare ROM cost estimates for each alternative and its components, including both building reuse costs and new construction components	✓		✓	✓	✓
• Compare site concept alternatives to project goals and evaluation program, including seven points outlined in the RFP scope of work for Task 3c	✓	✓	✓	✓	✓
• Prepare a conceptual implementation schedule for each alternative	✓		✓		
• Prepare a written narrative describing each alternative and its features and the constraints, implementation schedule, and ROM costs for each alternative's significant components	✓	✓			
• Meet with the client group, NOI agencies, and stakeholders to review and evaluate alternatives	✓	✓	✓		
• Prepare drawings and PowerPoint presentation for use in public meetings and project presentations	✓				
• Conduct a project public outreach meeting to review alternatives with the community and other interests	✓	✓			

Estimated Task 3c Budget

MAKERS	\$26,730
Read Wagoner	3,780
Lorig	12,750
Reid Middleton	5,760
Heffron	3,200
Task 3c Subtotal	\$52,220

Task 4 Development of City's Final Proposed Reuse Plan

This task will incorporate input from all prior meetings and analysis activities, including the Task 3c alternatives analysis workshop, to develop the final or preferred reuse plan.

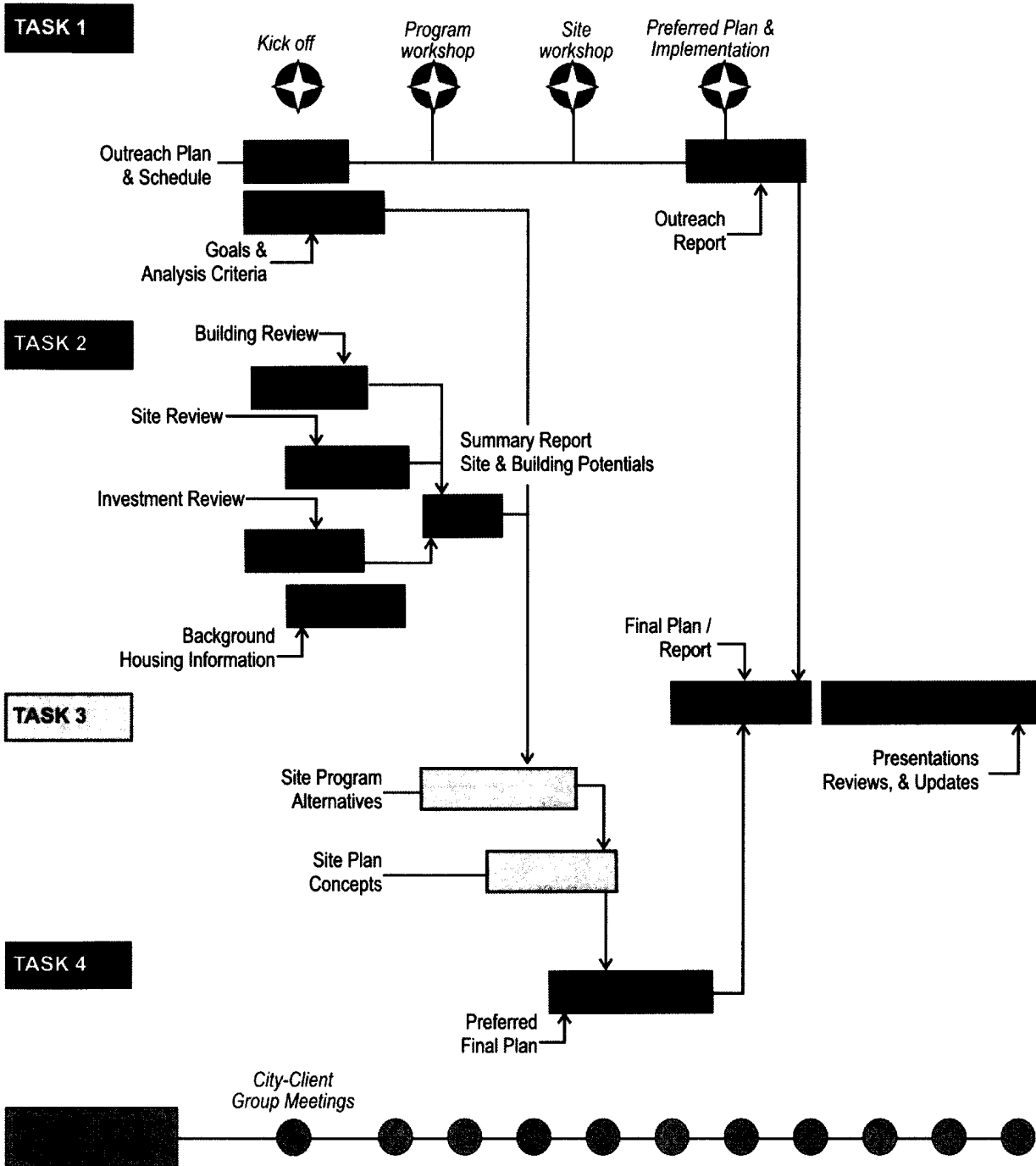
Task 4 Work Elements

	MAKERS	Read Wagoner	Lorig	Reid Middleton	Heffron
• Meet with the client group to define input from the alternatives workshop and seek consensus on the preferred plan's components and conduct the final public outreach meeting	✓	✓	✓	✓	✓
• Develop the preferred site plan and supporting documents to describe:					
• Preferred site plan and circulation/parking, including ROM costs	✓			✓	✓
• Recommended existing building redevelopment, expected uses and tenants, and ROM costs	✓			✓	
• New construction components, including expected housing costs, type, and mix	✓		✓		
• Land value analysis			✓		
• Natural/environmental issues, constraints, and response				✓	
• Low-impact development components and opportunities	✓			✓	
• Implementation schedule, phasing, and strategy	✓		✓		
• Final Fort Lawton Army Reserve Center Reuse Plan document, presentation drawings, and PowerPoint presentation (electronic and hard copies provided)	✓				

Estimated Task 4 Budget

MAKERS	\$12,690
Read Wagoner	2,700
Lorig	11,750
Reid Middleton	6,400
Heffron	2,000
Task 4 Subtotal	\$35,540

Proposed Project Schedule



Budget

The following estimated budget is based on estimates of scope of work requirements on a per-task basis. A fixed final budget will be established after final scope of work details are discussed with the client and refined.

Estimated Budget

Task Totals

Task 1	\$45,225	
Task 2	79,380	
Task 3	83,160	
Task 4	35,540	
<hr/>		
Total Tasks 1-4		\$243,305

Project Management, Miscellaneous Meetings, and Reimbursables

Project management (20 weeks @ 4 hours each)	\$10,800	
Miscellaneous presentations to City agencies, stakeholders, etc., mentioned in the scope of work but with no numbers specified (12 meetings attended by 2 consultant staff @ 2 hours each)	6,500	
Reimbursable expenses (allowed)	4,000	
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Total Meetings and Reimbursables		21,300

MAKERS' 5% Mark-Up on Consultant Fees 7,600

Estimated Total Budget **\$272,205**

Budget Summary by Consultant

MAKERS	\$119,785
Read Wagoner	32,240
Lorig	46,850
Reid Middleton	60,230
Heffron	13,100

Estimated Total Budget **\$272,205**

Billing Rates

Hourly Billing Rates

MAKERS

Eric Anderson	\$145 per hour
Julie Bassuk	\$140 per hour
Gerald Hansmire	\$170 per hour
Brent Huizingh	\$105 per hour
Pietro Potesta	\$95 per hour
Shawna Michaud	\$85 per hour
Janis Ford	\$80 per hour

Read Wagoner

Marcia Wagoner	\$135 per hour
Michael Read	\$135 per hour

Lorig

Tom Fitzsimmons	\$265 per hour
Tory Laughlin-Taylor	\$260 per hour
Dayna Dealy	\$205 per hour

Reid Middleton

Nicole Faghin	\$170 per hour
Wendell Johnson	\$170 per hour
Hugh Kuyper	\$170 per hour
Julian Dodge	\$150 per hour
Allan Morgan	\$140 per hour
Brian Moon	\$150 per hour

Heffron Transportation

Marni Heffron	\$170 per hour
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Reimbursable Expenses

8-1/2" x 11"	\$.10 each
11" x 17"	\$.18 each
Plot, Bond (14" x 20")	\$3.30 each
Plot, Bond (28" x 40")	\$6.50 each
Plot, Mylar (14" x 20")	\$4.90 each
Plot, Mylar (28" x 40")	\$15.25 each
Blackline Prints (14" x 20")	\$2.50 each
Blackline Prints (28" x 40")	\$4.95 each
Laser Color Copy (Canon) (8-1/2" x 11")	\$.85 each

Laser Color Copy (Canon) (11" x 17")	\$2.15 each
Xerox on Velum (24" x 36")	\$8.10 each
Laser Plot on Vellum (AutoCAD) (24" x 36")	11.50 each
Digital Camera Print	\$.30 each
Color Print (HP printer) In-house (8-1/2" x 11")	\$.30 each
Large Color Print to 24" x 36" (18" x 24")	\$4.00 each
(24" x 36")	\$7.60 each

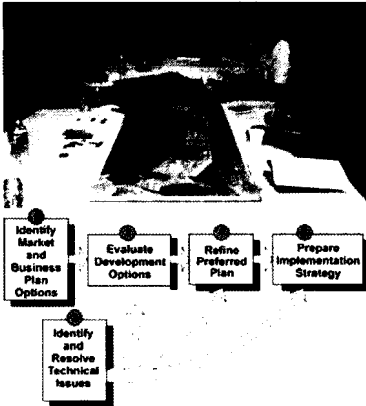


MAKERS architecture and urban design

For over 36 years, MAKERS' plans and designs have helped organizations achieve their long-range objectives.

MAKERS has a reputation for creative solutions that focus on implementation. We define long-term operational objectives, identify issues, and structure effective implementation strategies. Characteristics that define our work are:

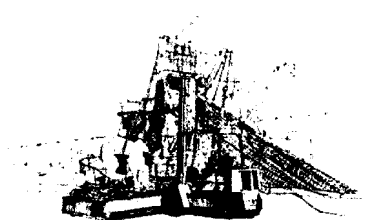
Strategic



Experience has taught us that the most critical element in project development is to clearly establish the client's purpose and objectives. Our approach defines each client's short- and long-term objectives and then structures an implementation program strategically tailored to achieve those objectives.

We stress getting to know our client's operations and assets before looking for solutions. Strategizing information, testing options, and encouraging stakeholders to think creatively are key elements of this approach

Practical



MAKERS delivers a concise product that addresses each project's functional, environmental, regulatory, economic, and political issues. We base our plans and designs on a clear understanding and solid analysis of these issues.

Creative



MAKERS is known for developing creative solutions to challenging projects. We take advantage of a project's challenges and use them to create the final design's uniqueness and efficiency.

20. EXAMPLE PROJECT KEY NUMBER: **1**

21. TITLE AND LOCATION (*city and state*):

South Lake Union Site Development Concepts
Seattle, Washington

22a. YEAR COMPLETED - PROFESSIONAL SERVICES: 2000

22b. YEAR COMPLETED - CONSTRUCTION (*if applicable*): N/A

23a. PROJECT OWNER'S INFORMATION - PROJECT OWNER: City of Seattle, Office of Economic Development

23b. PROJECT OWNER'S INFORMATION - POINT OF CONTACT NAME: Nathan Torgelson, Project Manager

23c. PROJECT OWNER'S INFORMATION - POINT OF CONTACT TELEPHONE NUMBER: (206) 684-0343

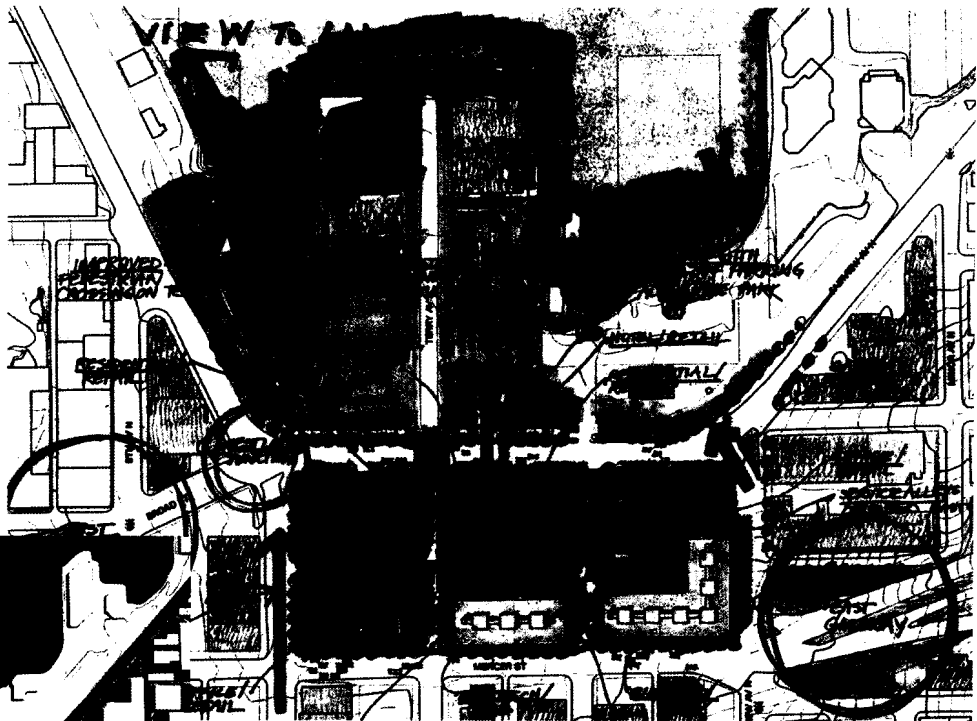
24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (*Include scope, size, and cost*):

Fee: \$45,000

Scope: MAKERS collaborated with a real estate developer to analyze the development potential of four City-owned properties in the South Lake Union area. Located directly across Valley Street from Lake Union and the South Lake Union Park, these sites are likely to be the keystone properties for future mixed-use bio-technology, office, residential, and retail development in the area. The purpose of the study was to create viable development scenarios to assist the City in determining how to dispose of its properties. MAKERS' concepts integrated urban design and market feasibility with community and City goals for the sites.

This project illustrates MAKERS' ability to analyze a site's development opportunities and constraints and to recommend strategies for successfully integrating site development into a sensitive environment.

25. FIRMS FROM SECTION
INVOLVED WITH THIS
PROJECT: N/A



20. EXAMPLE PROJECT KEY NUMBER: **2**

21. TITLE AND LOCATION (*city and state*):

Airport Site Alternatives Land Use Analysis
Blaine, Washington

22a. YEAR COMPLETED - PROFESSIONAL SERVICES: Ongoing

22b. YEAR COMPLETED - CONSTRUCTION (*if applicable*): N/A

23a. PROJECT OWNER'S INFORMATION - PROJECT OWNER: City of Blaine

23b. PROJECT OWNER'S INFORMATION - POINT OF CONTACT NAME: Gary Tomsic, City Manager

23c. PROJECT OWNER'S INFORMATION - POINT OF CONTACT TELEPHONE NUMBER: (360) 332-8311

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (*Include scope, size, and cost*):

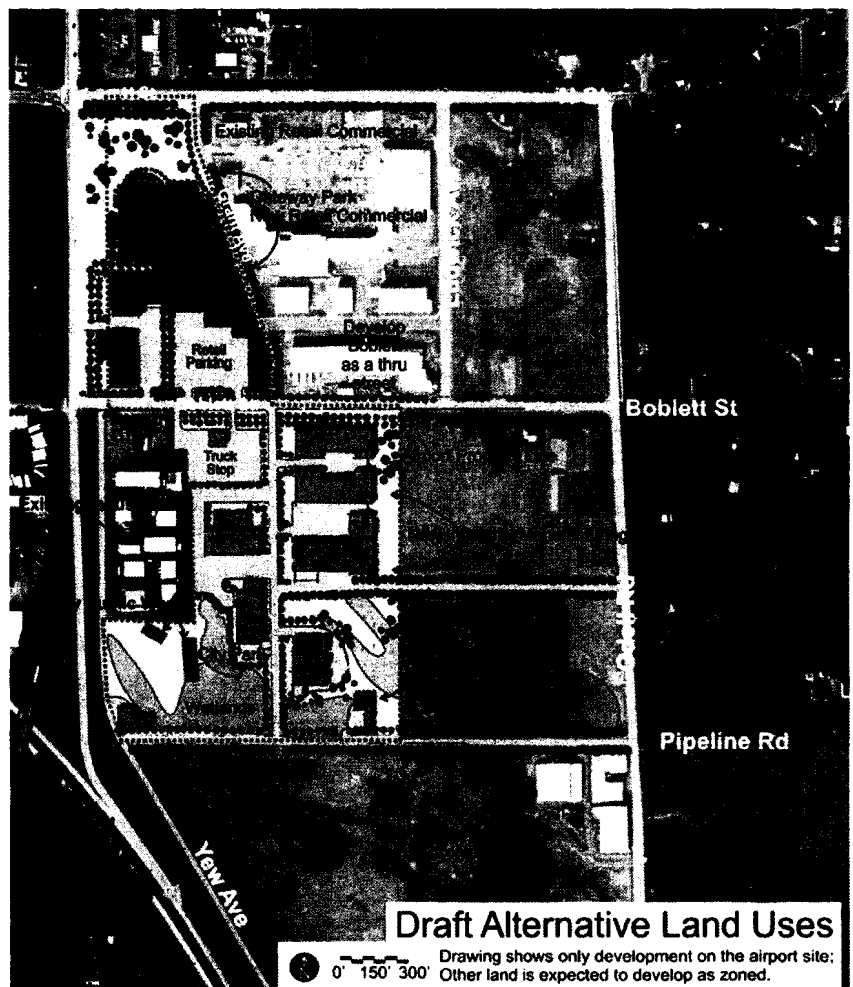
Fee: \$27,000

Scope: The future of Blaine's municipal airport, nestled next to the Canadian border, is under contention. Although the City Council and voters alike have narrowly opted to keep the airport open for the past 27 years, many Blaine residents would love to see redevelopment of the 42-acre site. Some consider the airport underutilized and envision transforming the area into retail, industrial, or commercial uses, which would draw revenue and employment opportunities to the community. Supporters of the airport emphasize the impending \$20 million improvement plan, primarily funded by the Federal Aviation Association, and potential attraction of airport-related new businesses as reasons to retain the facility.

MAKERS is helping the City of Blaine navigate this contentious issue by:

- Creating a vision for the area if the airport is replaced.
- Objectively analyzing the costs and benefits of retaining the airport.
- Working with airport supporters and alternate-use supporters alike to identify decision-making criteria to help resolve this thorny issue.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT: N/A



20. EXAMPLE PROJECT KEY NUMBER: **3**

21. TITLE AND LOCATION (*city and state*):

Citywide Visioning and Oldtown/Riverfront Plan
Duvall, Washington

22a. YEAR COMPLETED - PROFESSIONAL SERVICES: 2004

22b. YEAR COMPLETED - CONSTRUCTION (*if applicable*): N/A

23a. PROJECT OWNER'S INFORMATION - PROJECT OWNER: City of Duvall

23b. PROJECT OWNER'S INFORMATION - POINT OF CONTACT NAME: Doreen Booth, Economic Development Director

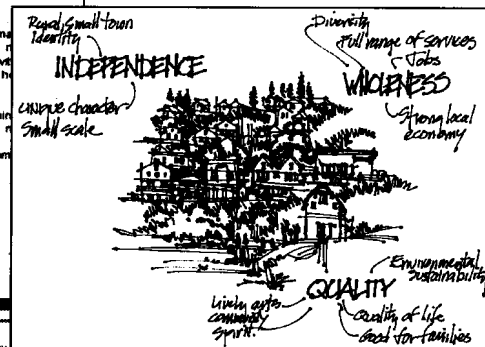
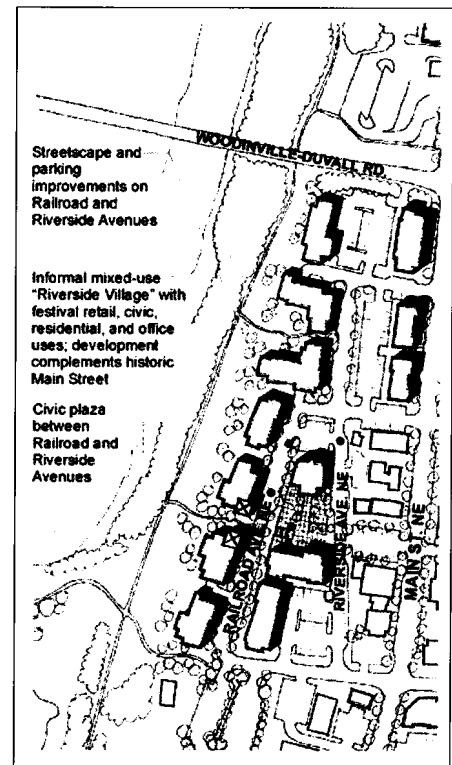
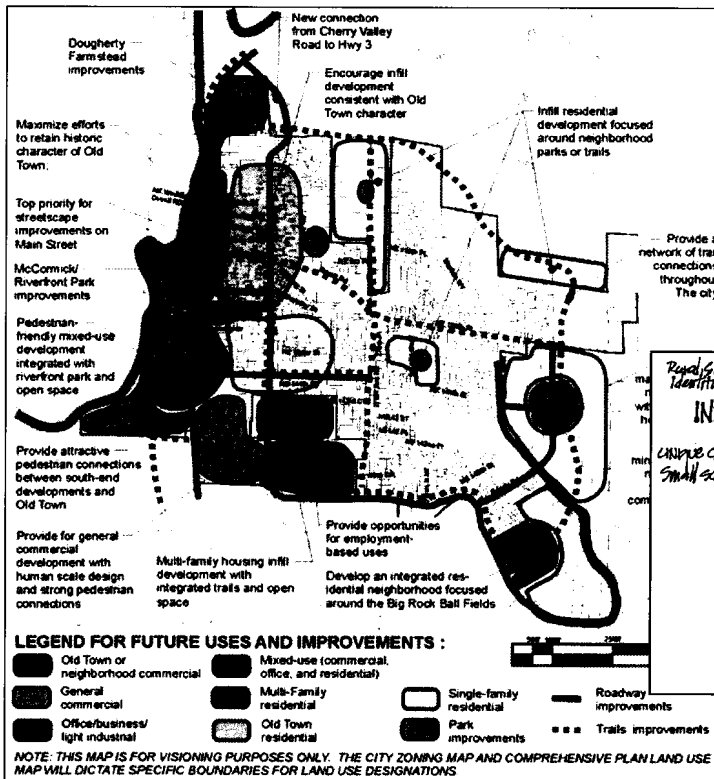
23c. PROJECT OWNER'S INFORMATION - POINT OF CONTACT TELEPHONE NUMBER: (425) 844-3085

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (*Include scope, size, and cost*):

Fee: \$48,000

Scope: The Duvall Citywide Vision Plan won Washington State's annual APA award for Rural Community Planning in 2002. As a follow up to the award-winning Citywide Vision Plan, MAKERS worked with City staff and stakeholders on a plan that emphasized preservation and enhancement of Duvall's historic downtown. In order for the downtown to grow and thrive, however, the strategic concept underlying the plan was to strengthen the areas surrounding the Main Street core and integrate them into a more cohesive unit. The riverfront area presents a tremendous opportunity for Duvall, and the plan provides clear direction for how this area could evolve over time. As the City owns land in this area, the site plan at right shows how new civic uses can be integrated with the circulation system and other downtown uses.

25. FIRMS FROM SECTION INVOLVED WITH THIS PROJECT: N/A



Duvall's Citywide Vision

20. EXAMPLE PROJECT KEY NUMBER: **4**

21. TITLE AND LOCATION (*city and state*):

U.S. Navy Regional Shore Infrastructure Planning
Northwest Region

22a. YEAR COMPLETED - PROFESSIONAL SERVICES:

22b. YEAR COMPLETED - CONSTRUCTION (*if applicable*): **N/A**

23a. PROJECT OWNER'S INFORMATION - PROJECT OWNER: United States Navy, Engineering Field Activity, NW Planning

23b. PROJECT OWNER'S INFORMATION - POINT OF CONTACT NAME: Cathy Murphy, former Director of Base Development, or Marcia Pauley, Director of Base Development

23c. PROJECT OWNER'S INFORMATION - POINT OF CONTACT TELEPHONE NUMBER: (360) 396-0077 (Murphy) or (360) 396-0917 (Pauley)

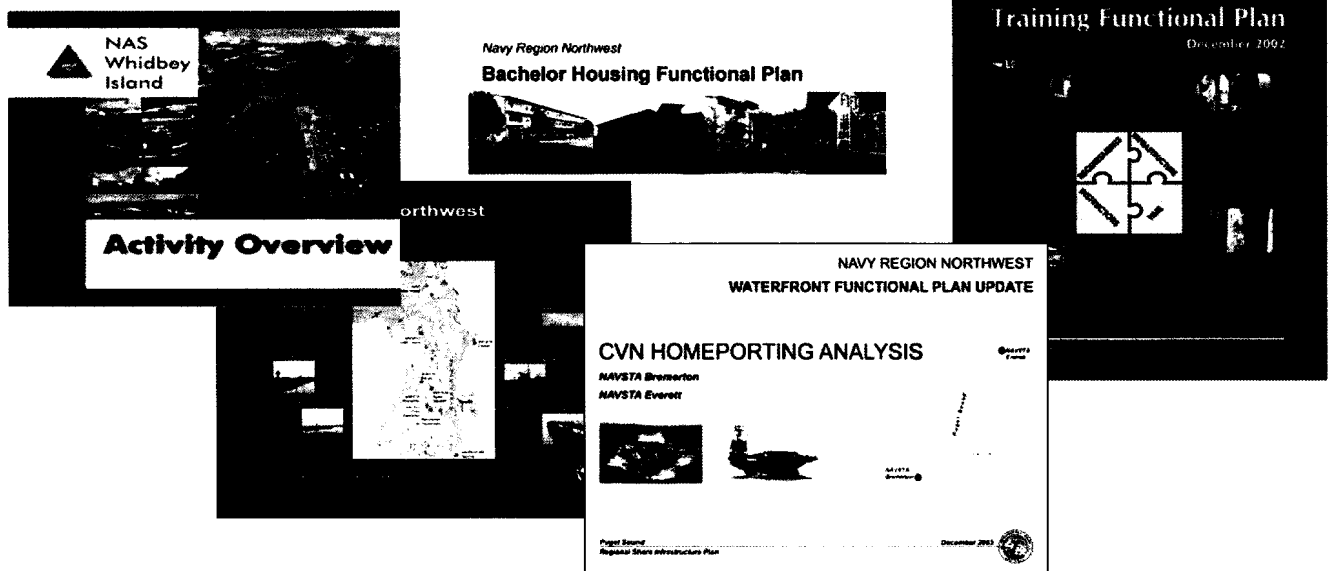
24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (*Include scope, size, and cost*):

Fee: \$1,200,000

Scope: The Regional Shore Infrastructure Planning (RSIP) is an ongoing effort encompassing all aspects of Naval operations throughout Navy Region Northwest. The purpose of RSIP planning is to consolidate facility infrastructure, streamline business line operations, and reduce surplus or demolish redundant structures on a regional basis. Individual RSIP functional plans were prepared for different activities—Administration, Public Works, Public Safety, Ordnance, Bachelor Quarters, Training, and Waterfront. Each plan identified and analyzed facility consolidation opportunities and presented several possible scenarios for consolidation based on cost, facility requirements, and operational needs. To date, MAKERS has inventoried over 4 million square feet of building area, including 2 million square feet of administrative and classroom space, 1.2 million square feet of industrial support and Public Works shops, 16,000 linear feet of pierside berthing facilities for ships, submarines, and small craft, and 750,000 square feet of hangar and aircraft maintenance facilities. In total, we have outlined plans to consolidate, reorganize, or dispose of over 1 million square feet of infrastructure within Navy Region Northwest.

MAKERS is a unique planning firm, with a significant background in the planning of sensitive projects for port, military, and industrial clients. As this project indicates, we have highly specialized experience in the analysis and development of long-range planning solutions and implementation strategies for large, highly complex projects.

25. FIRMS FROM SECTION INVOLVED WITH THIS PROJECT: **N/A**



20. EXAMPLE PROJECT KEY NUMBER: **5**

21. TITLE AND LOCATION (*city and state*):

Clover Island Redevelopment Master Plan
Port of Kennewick, Washington

22a. YEAR COMPLETED - PROFESSIONAL SERVICES: 2004

22b. YEAR COMPLETED - CONSTRUCTION (*if applicable*): N/A

23a. PROJECT OWNER'S INFORMATION - PROJECT OWNER: Port of Kennewick

23b. PROJECT OWNER'S INFORMATION - POINT OF CONTACT NAME: Linda Boomer, Port Commissioner

23c. PROJECT OWNER'S INFORMATION - POINT OF CONTACT TELEPHONE NUMBER: (509) 542-5910

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (*Include scope, size, and cost*):

Fee: \$248,100

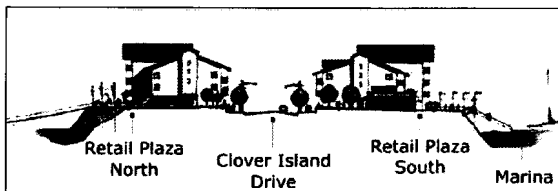
Scope: Clover Island is a 16-acre island located in the Columbia River and owned by the Port of Kennewick. MAKERS was hired by the Port to create a new development Master Plan for the island. Plan preparation included an extensive public outreach program and a market analysis of potential uses, including marina, residential, retail, restaurant, and office uses. The resulting Master Plan defines a truly mixed-use development, calling for a balanced mix of office, retail, housing, boating, and public access areas designed to accommodate and support the island's existing hotel, restaurant, marina, and yacht club tenants. The plan's notable features include:

- An innovative public input program that redirected public concern over a prior plan to a new supportive public attitude.
- Resolution of numerous environmental impact issues related to the prior plan by a new approach designed to eliminate the need for an Environmental Impact Statement.
- A phased 10-year development strategy designed to coordinate Port and private investment to create a self-supporting project.
- Incorporation of a project market and cost analysis to ensure a viable balance between proposed Port investments in public infrastructure and expected return on investment.

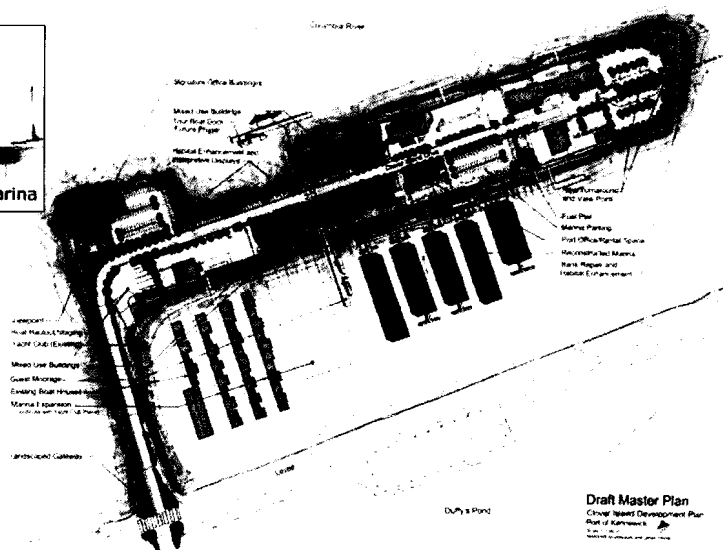
This project illustrates MAKERS' ability to:

- Turn stakeholder concerns into project support.
- Create a phased implementation strategy that can be effectively pursued with the client's financial resources.
- Envision new development opportunities within an existing framework of current tenants.

25. FIRMS FROM SECTION INVOLVED WITH THIS PROJECT: N/A



*Clover Island Concept (right)
and Detail Sketch (above)*



Experience

MAKERS, 37 years
Other firms, 5 years

Education

Master of Architecture, University of Washington, 1967
Bachelor of Architecture, University of Nebraska, 1965

Professional and Civic Activities

Architect: Washington, 1972
NCARB, 1978

Experience and Qualifications

Gerald Hansmire has over 35 years' experience in the development of planning/urban design and architectural projects. These projects range from historic conservation and community renovation plans to major transportation and industrial facility designs. Gerald's projects are characterized by a "strategic" planning approach which combines planning, decision making, and economic requirements into a balanced product. His approach stresses project management, attention to client requirements, and consistent design quality. Project examples include:

Port and Waterfront Projects

- Clover Island Master Plan, Port of Kennewick, WA
- Bellingham Bay Marina Site Analysis, Port of Bellingham, WA
- Mixed-Use Waterfront Development, Duluth Timber Company, Duluth, MN
- Port of Seattle, T91 Facilities Plan, Seattle, WA
- Port of Seattle, USCG T37 to T91 Relocation Analysis, Seattle, WA
- Oregon Street Housing Plan, Bellingham, WA
- Central Waterfront Redevelopment Plan, Port of Bellingham, WA
- South Lake Union Development and Urban Design Analysis, Seattle, WA
- Master Plan and Upland Improvements/ Fishermen's Terminal, Port of Seattle, WA
- City of Des Moines Marina Development Plan, Des Moines, WA
- Port of Anacortes Comprehensive Plan and Programmatic EIS, Anacortes, WA
- Blaine Harbor Plan, Port of Bellingham, Blaine, WA
- Port of Edmonds South Basin Master Plan, Edmonds, WA
- La Conner Marina Comprehensive Plan, Port of Skagit County, WA
- Whatcom International Shipping Terminal Master Plan, Port of Bellingham, WA
- USCG MARSEC Facilities Master Plan, Agana Guam
- USCG Integrated Support Command (ISC) Kodiak Master Plan, Kodiak, AK
- USCG Group Air Station Master Plan Port Angeles, WA
- USCG Integrated Support Command (ISC) Seattle Master Plan
- Puget Sound Regional Plan, US Naval Facilities on Puget Sound
- Acoustic Research Detachment Master Plan, US Navy, Bayview ID
- Naval Station Everett Master Plan Update
- Activity Overview Plans, Naval Air Station Whidbey Island and Submarine Base Bangor, U.S. Navy, WA
- Near Island Fisheries Research Center, Kodiak, AK
- Auke Cape Regional Center, NOAA, Juneau, AK
- MSO/Group Facilities Program, Site Analysis, Long Beach, CA
- NUWES Keyport Basic Facility Requirements, U.S. Navy, Keyport, WA
- NOAA Western Regional Center, Seattle, Master Plan
- NOAA Marine Operating Center Pacific Homeporting Analysis

Park and Recreation Projects

- Seattle Central Waterfront - Alaskan Way Promenade
- East Bay Marina and Commercial Center Plan, Port of Olympia
- Northbank and Riverfront Improvements, Boise, ID

Julie Bassuk, AICP

partner



Experience

MAKERS, 10 years
Other Firms, 3 years

Education

Commercial Real Estate Certificate, University of Washington, 2003
Bachelor of Arts, Liberal Arts Honors Program, Urban Studies Concentration;
University of Texas at Austin; 1996

Professional

American Institute of Certified Planners (AICP)
Commercial Real Estate Certificate, University of Washington Extension, 2003

Experience and Qualifications

Julie Bassuk is a certified planner with over 12 years urban planning and real estate valuation experience. She has helped port districts position their properties for development, cities revitalize neighborhoods and federal agencies strategically focus limited facility budgets.

Julie is a strong project and subconsultant team manager and skilled at engaging elected officials and the public in the planning process. Her real estate development perspective helps her clients realize their goals by effectively investing their resources, positioning their properties, and partnering with the private sector. Julie's project experience is listed below:

Waterfront Development Plans

- Comprehensive Plan Update, Port of Anacortes, WA
- Boat Haven Design, Port of Port Townsend, WA
- Comprehensive Plan, Port of Silverdale, WA
- Marine Terminals Master Plan, Port of Everett, WA
- Marina Area Parking Management Plan, City of Westport, WA
- Marina Master Plan, City of Oak Harbor, WA
- Marine Facilities Master Plan, Port of Port Angeles, WA
- Cruise/Container Terminal EIS Graphics, Port of Seattle, WA
- Fishermen's Terminal Uplands Plan, Port of Seattle, WA
- Clover Island Master Plan, Port of Kennewick, WA
- Terminal 91 Conceptual Land Use Plan, Port of Seattle, WA
- US Coast Guard Integrated Support Center Seattle Relocation Study, Port of Seattle, WA
- Terminal 91 Facilities Plan, Port of Seattle, WA
- Waterfront Plan Phase I, City & Bureau of Juneau, AK
- Boat Haven Master Plan, Port of Anacortes, WA
- Public Access Plan, Port of Anacortes, WA
- Comprehensive Scheme & Programmatic EIS, Port of Anacortes, WA

Community Development Plans

- Downtown Master Plan, City of North Bend, WA
- Grade Road Planned Business District Master Plan, City of Lake Stevens, WA
- Transfer of Development Rights Program Review, City of Bainbridge Island, WA
- Overlake Neighborhood Plan and Charrette, City of Redmond, WA
- Design Guidelines, City of Westport, WA
- Airport Property Alternatives Analysis, City of Blaine, WA
- Station Area Action Plan, City of SeaTac, WA
- East Downtown Development Plan, City of Olympia, WA
- Depot Site Master Plan, City of Anacortes, WA
- Downtown Design Guidelines and Sign Ordinance Supplement, City of Blaine, WA

Eric Anderson

partner



Experience

MAKERS, 31 years
Other firms, 9 years

Education

Master of Architecture, University of Washington, 1968
Bachelor of Architecture, University of Illinois, 1966

Registration

Architect: Oregon, 1978
Washington, 1976

Experience and Qualifications

Eric has over 35 years of architectural design and facility master planning experience. His background includes site master planning and commercial and institutional architecture, and he has designed several award-winning public projects. Most of his recent work has involved the predesign programming of new governmental and recreational facilities and the total refurbishment of public buildings, including fire stations, public safety buildings, and community centers.

Eric has also specialized in the design of retail commercial and special-needs residential projects in recent years, and is familiar with public design procedures and requirements. His projects have included many of MAKERS' more technically challenging projects, including simultaneous building refits on multiple-building campuses and complete renovations of Historic Register structures for new uses as well as free-standing new architecture. Project examples include:

Architectural Design Projects

- Edmonds Marine Center Buildings are two mixed-use water-related commercial and office buildings designed for the Port of Edmonds, WA. The total project cost was \$3.9 million and was second phase of the Port's 15-year Marina redevelopment plan.
- Predesign scoping for over \$200 million of Coast Guard facilities construction and refits, most involving developing functional programs, schematic site plans, building designs, and cost estimates for congressional funding purposes.
- Eastbay Marina, Olympia, WA, is a new 1,100-boat marina. MAKERS' master plan called for a 4,800-foot public esplanade, 150-boat transient moorage, 110,000 sf mixed-use commercial center, 330 condominium units, and public boat launch ramp.
- Total refit of 25,000 s.f. King County Airport Administration building as an administrative center, classroom support space and flight service and tenant area.
- Over 1 million s.f. of tenant improvements for law offices, university classroom and laboratory spaces, medical facilities, and public and private offices.
- Predesign scoping for Ellensburg's new city hall, for Seattle Parks Dept.'s interpretive center at Discovery Park, and for Puget Power's new interpretive centers at Snoqualmie Falls.

Facilities Master Planning Projects

- Site master planning for NOAA at Western Regional Campus in Seattle, its \$65 million new research center in Kodiak, AK, and its \$80 million Fisheries Research Center on Auke Cape near Juneau, AK, for City of Raymond, WA., at its proposed "green" industrial park, and for Port of Olympia at its 1,200-boat Eastbay Marina.
- Programming and life cost analysis of Coast Guard projects in Valdez, Kodiak, Honolulu, Bellingham, Port Angeles, North Bend, Oregon, Havre, Montana, and Seattle.
- U.S. Navy Facility Functional Analysis, 250,000 s.f. Navy Hospital, Bremerton, WA, and entire Undersea Warfare Station at Keyport, WA.
- Surveying of 110 Seattle Parks Department sites and facilities for condition and conformance with Comprehensive Plan; programming and estimating of \$300 million of improvements to these facilities.
- Predesign scoping of new marina in Everett harbor including siting, traffic, operations, and technical design investigations.

Brent Huizingh, AICP

associate



Experience

MAKERS: 6 years

Education

Master of Urban Design and Planning, University of Washington, 2001
Bachelor of Arts, Geography, University of Oregon, 1999

Honors, Awards and Activities

Graduated with Honors – UO Department of Geography

Experience and Qualifications

Although the scope of his projects have varied considerably, Brent is always a vital member of the planning team because of his ability to break down complex issues into component parts before developing practical and creative solutions. Brent is particularly valued for his strong written and oral communication skills. Clients have included cities and local governments, community members, the US Navy, US Coast Guard, and the Army National Guard, providing Brent with the experience to confront a broad range of planning issues. Recent project experience is listed below.

Facility Plans

- WA Army National Guard Comprehensive Stationing & Facility Plan, Washington State
- MD Army National Guard Facility and Property Management Plan, Maryland
- US Navy, Activity Overview Plan, Naval Station Everett, Washington
- US Navy, Activity Overview Plan, Naval Base Kitsap at Bangor, Washington
- US Navy, Activity Overview Plan, Naval Base Kitsap at Bremerton, Washington
- US Navy, Regional Total Facility Requirements Study
- US Navy, NAS Fallon Basic Facility Requirements Update and Total Facilities Requirements Study
- US Navy, Jackson Park Military Family Housing Maintenance Plan
- US Coast Guard, Training Center Petaluma Classroom and Student Barracks Planning Proposals
- US Coast Guard, Basic Facility Requirement Update, Kodiak, AK
- US Coast Guard, Storage and Warehousing Study, Kodiak, AK
- US Coast Guard, Group/MSO Portland Requirements Plan, Portland, OR
- US Coast Guard, ISC Seattle Space Inventory Study, Seattle, WA

Functional Studies

- US Navy, Regional Waterfront Functional Study
- US Navy, Regional Ordnance and Explosives Study
- US Navy, Regional Bachelor Housing Study
- US Navy, NAS Whidbey Island CT Parking and Roadways Study
- US Coast Guard, ISC Seattle Development Plan, Seattle, WA

Urban Design and Planning

- E Street Downtown Corridor Enhancements, Anchorage, AK
- F Street Design Concept, Anchorage, AK
- Core Streets Master Plan, Anchorage, AK
- Douglas County Neighborhood Commercial Design Guidelines, East Wenatchee, WA
- Upper Sims Way / Howard Street Implementation Plan, Port Townsend, WA
- Historic Streetscape Design Concept Plan, Port Townsend, WA
- Uptown Urban Design Concept, Port Townsend, WA
- Gateway Master Plan, Marysville, WA

Waterfront Projects

- City of Seattle Waterfront EIS
- City of Des Moines Marina Master Plan Update
- City of Marysville Shoreline Master Plan Update
- Guemes Island Shoreline Master Plan

Firm Qualifications and Experience

ReadWagoner provides public outreach and involvement services on planning, urban design and capital facilities projects. We engage key constituencies with well-crafted writing, graphic design and facilitation to advance decision-making with community understanding and support. Our strategic approach and background in design enable us to work closely with design teams and public agencies to assure that projects are gaining the community insights they need for project success by applying the right tools at the right time. Backgrounds include extensive experience in design charrettes and stakeholder workshops structured to problem solve and generate achievable solutions to complex opportunities. Firm members bring experience with the City of Seattle's capital projects through their past role with the Seattle Design Commission and current consultant experience with public agencies throughout Washington state working on facilities, urban design and transportation projects.

ReadWagoner

Marcia Wagoner

Public Outreach • Facilitation

Marcia is an expert at effective integration of the public into design and environmental processes and in formulating strategies that bring divided bodies of constituents to agreement on pivotal issues. With experience in planning, urban design, public policy and public involvement, Marcia is respected for her leadership abilities and active engagement of the public and key stakeholders in shaping decisions. Marcia's 30 years in the industry have given her a range of skills that include design and facilitation of internal development and visioning meetings, guiding innovative community involvement strategies, conducting charettes and integrating culturally and linguistically diverse constituencies into decision making processes.

Education

University of Washington, 1970, Seattle, BA in Urban Design
L'Ecole des Beaux Arts, 1968, Avignon, France

Employment

PRR, Director of Community Building, 1998–2006
Seattle Design Commission, Executive Director, 1985–98
Public Art Space, Seattle Arts Commission, Project Manager, 1985
Seattle Arts Commission, Art in Public Places Program Coord., 1978–80
Office of Urban Conservation, Program Coordinator, 1975–78
Pioneer Square District, Preservation Program Coordinator, 1972–75
VISTA Volunteer

Other Experiences

Bainbridge Arts Council Board, Chair of 1% for Art Committee
Metro Arts Advisory Board
Center on Contemporary Art Founding Board
Bainbridge Arts & Crafts Gallery, Chair
Condominium Board, Chair
Historic Seattle Preservation & Development Authority Board

Affiliations

American Planning Association
Urban Land Institute
WTS

Awards

APA Award for “Connecting Bellingham with the Bay”
Waterfront Center Award for “Connecting Bellingham with the Bay”
AIA Design Organization Award
Howard S. Wright Award for outstanding support of the arts

ReadWagoner

Michael Read

Public Outreach • Information Architecture

Michael Read is an expert at developing communications and public involvement strategies that effectively inform and engage the public. Over the past 15 years, he has worked on a wide variety of planning and capital improvement projects involving complex issues. His experience includes everything from producing stakeholder workshops and facilitated discussion groups to crafting compelling documents that concisely describe transportation, urban design, planning, and public policy issues. His portfolio includes many reader-friendly technical documents demanding subtlety and craft in both the written word and the graphic portrayal.

Education

Whitman College, 1984, Walla Walla, WA, BA, Anthropology

University of Washington, 1994, Seattle, WA, Master of Architecture

Employment

PRR, Group Account Director, 1998–2007

Seattle Design Commission, Project Manager, 1993–98

Seattle Department of Construction & Land Use, Urban Design Planner, 1997–98

Pen & Pencil, Ink, Owner, 1995–97

Mana Koa Design, Owner, 1987–90

Other Experiences

Winslow Tomorrow Community Congress, Facilitator

Bainbridge Health, Housing and Human Services Council

About LORIG - Firm Profile

Lorig brings over 30 years of local experience and success in improving our community through creative and insightful real estate development.

The firm is noteworthy in its ability to handle difficult development conditions requiring community and public sector partnerships. Because of its experience with development and management of properties, it is able to coordinate major development activities with an eye attuned to a quality development with a seamless transition from planning through lease-up and operations.

Lorig Associates is an award-winning real estate development company which specializes in housing, mixed-use, and retail developments in urban settings. Since 1972, the firm has completed over 58 significant projects, building a reputation for personal attention, quality results and sensitivity to our clients' goals. Lorig Associates is currently working with over 15 development projects with a total value in excess of \$250 million. Development projects include projects nearing completion, under construction and in pre-bid stages. The company is known for doing complicated projects, often under complex community, market, and regulatory circumstances. Lorig Associates is experienced in both new construction and renovation, including seven buildings on the National Register of Historic Places. Projects have been structured as joint ventures, public/private partnerships, and leaseholds as well as with more conventional fee ownership. Many of the projects include some element of public participation in the form of publicly provided land, buildings or financing, or are done for non-profit sponsors.

Lorig Associates' role is to manage the process of conceiving, designing, and constructing buildings. It is the leader for the development team that includes the owner, the architect, the other design consultants, the contractor, the financial advisors, the lawyers and other professionals.

The firm develops property for its own account and acts as a consulting developer for private, non-profit, and public entities. It brings a broad range of skills and experience to the development process including: Property Acquisition, Market Research and Project Definition, Financing, Debt (both bonds and conventional bank and institutional sources), Equity (private investors and institutions), Public (loans and grants), Private Fund Raising (for non-profit and public service agencies), Zoning, Permit and other Regulatory Approval, Management of Design and Construction, Cost Control and Value Engineering, Sales and Leasing, Property Management.

Lorig has four main business segments:

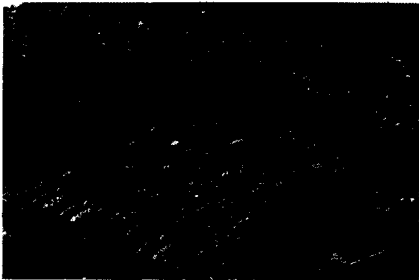
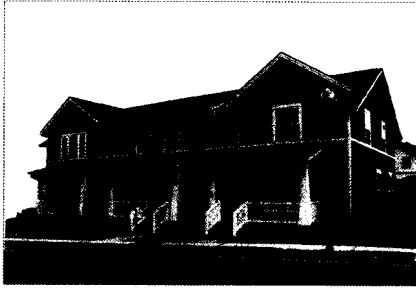
- Consulting for Public, Non-Profit, or Private
- Development for its own account (often through joint ventures with land owners)
- University housing and academic buildings
- Property management (through its affiliate Lorig Management Services)

Lorig retains ownership and continues to manage the projects built for its own account. As a result, it is sensitive to cost, to long-term maintenance requirements, and to the delicate balance between aesthetic considerations and the practical constraints of the budget. Lorig is also well versed in the on going needs and potential conflicts that can occur in the operation of mixed use developments having managed multiple properties of this type.

Lorig has been able to develop highly complicated projects while not relying upon a highly capitalized base. The company has been able to achieve these results through careful planning and involvement of clients and stakeholders in the planning and pre-development phases of a project. As each step is identified, the scope of work for subsequent phases and relative risk are evaluated and a decision made to proceed. Lorig is able to manage the risk to its client and itself at each phase through the accumulation of better information through the development of the project. This approach requires close and careful attention, especially during the planning stages as all stakeholders are brought on board and the project vision tested against reality.

Additional information can also be found on our website, at www.lorig.com.

About LORIG - Representative Projects



Salishan - Tacoma Housing Authority *Tacoma, Washington*

Lorig Associates was hired to be the master developer of the Salishan project, on behalf of the Tacoma Housing Authority (THA). This development, funded in part by a \$35 million federal HOPE VI grant, cost more than \$190 million and will result in the complete rebuilding of the Salishan neighborhood. Originally built during WWII, Salishan will emerge from this process as a highlight of east Tacoma.

The project will have a total of 1,200 housing units upon completion. The first phase, called "Salishan I and II" with approximately 180 single family duplex homes, was completed in August 2005. The second phase, "Salishan III", with 90 units, started construction during the fall of 2005 and was ready for residents to move in late 2006. Subsequent phases will be completed on an annual basis thereafter.

About LORIG - Representative Projects



Uwajimaya Village *Seattle, Washington*

Uwajimaya provides a dynamic centerpoint to the border shared by Seattle's International District, the regional transit hub, a high tech office center and a new professional sports stadium.



The flagship store for Asian food and a gift emporium, Uwajimaya, anchors the new retail center with 375 parking spaces (220 below-grade). Above, there is 176 units of multi-family market-rate housing, the first in the neighborhood with high tech features for urban professionals. Architects Arai-Jackson have incorporated Asian themes throughout the design and provided an arrangement of buildings around private gardens and landscaped decks creating a village atmosphere. Lorig was a financial partner, developer and long-term manager for the residential portions of the project. This project opened during the Spring of 2001.

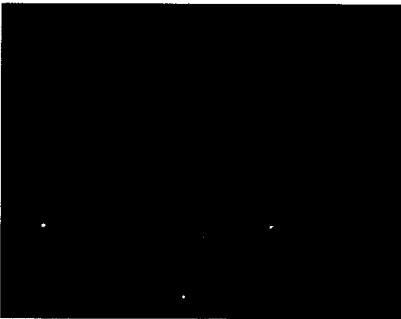


About LORIG - Representative Projects



Welch Plaza Apartments and Condominiums *Seattle, Washington*

The Welch Plaza project was developed jointly by Lorig Associates and the Central Area Development Association (CADA), and opened in late 2003. The development consists of three buildings – the two northern buildings have 90 apartments and ground level retail, while the third building to the south was converted into 72 condominiums in 2005. A two-level underground parking garage services the entire project.



The L-shaped site at the southwest corner of 23rd Avenue South and South Jackson Street enjoys views to the south of Mt. Rainier, and to the west towards downtown and the Olympic Mountains. These views, plus the careful design of the units, have made this an appealing new location for convenient living for this neighborhood. The commercial spaces in the project are filled with well-known tenants such as Washington Mutual Bank, the Donaldson Clinic (owned by the former NBA star, James Donaldson), plus the non-profits, NPower and Rise n' Shine Foundation.

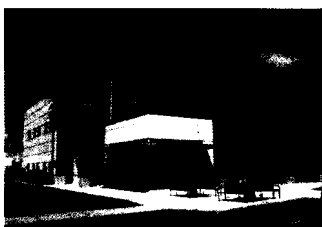


About LORIG - Other Projects



Thornton Place at Northgate, Seattle, Washington - Completion Spring 2009

The Northgate Commons project is a joint development between Lorig Associates LLC and Stellar International Holdings, plus the City of Seattle. The nearly nine acres just south of the Northgate Mall will soon undergo a radical transformation. Upon completion, the site will consist of a new multi-plex, 14-screen cinema, 278 apartments, 109 condominiums, 50,000 square feet of restaurants and shops, a 143 unit assisted living center, plus a three-acre green belt meandering through the middle. Parking will be provided both on grade, as well as in a 850-stall underground garage.



Garfield Commons, Parkland, Washington - Completed 2007

Garfield Street is experiencing a renaissance, a revitalization of a historic neighborhood into a lively community destination with an eclectic mix of shopping, restaurants, services and more. At the center of this renaissance is Garfield Commons. Opening in Spring 2007, Garfield Commons is a vibrant retail space where students, faculty and the local community can interact – shopping, dining or simply enjoying the neighborhood. Developed by Lorig and Pacific Lutheran University, Garfield Commons is a 32,000-square foot development of retail stores, restaurants and services, at the heart of which is the relocated campus bookstore, called Garfield Book Company at PLU. In its new home, the public and students are able to enjoy a wonderful shopping experience as well as lectures, readings and other community events.



Court 17, Tacoma, Washington - Completed 2006

Located along the northern edge of the UW Tacoma campus boundary, this public/private garage and housing project was developed by Lorig and the University of Washington. The project consists of a three-level, structured parking garage financed by the University of Washington with a privately financed 5-level apartment building above. The unit mix includes 128 studios, one and two bedroom apartment units. The garage is approximately 92,000sf and will be used by the University, apartment residents and the general public. Situated in an historic district of Tacoma, this mixed-use project fits in well with the contextual architecture of the neighborhood while providing much needed parking and housing units for the University of Washington and the community. Residents moved into the building in January 2007.

About LORIG - Representative Projects



Nordheim Court, Seattle, Washington - Completed 2003

Nordheim Court Apartments was designed to meet the needs of 460 undergraduate and graduate students from the University of Washington. Lorig managed the development process from programming through design, community relations and construction, and lead the financing process through a non-profit, public/private partnership with the University. The project includes eight buildings surrounding landscaped courtyards, with terraced steps and a natural pond. The apartment-style living spaces have configurations ranging from studios, to two bedroom and four bedroom flats and townhouses. Other amenities include underground parking, an exercise facility, laundry room, and a community center.



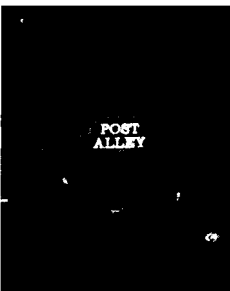
The Queen Anne High School Apartments - Renovated 1986

Queen Anne High School sits atop Seattle's Queen Anne Hill, overlooking the city in every direction. The former classrooms were converted into apartments in 1986, when Lorig took over the property from the Seattle School District. Following a major renovation and placement of the property on the National Historic Register, the Queen Anne High School's classic 1909 features regained their original glory. Many elements of the structure, such as marble slabs recycled as counter tops, were re-used in the apartments, adding old world charm that otherwise could not have been duplicated at today's prices.



Broadway Place, Eugene, Oregon - Completed 2001

Broadway Place, developed by Lorig Associates, is a mixed-use residential apartment building constructed over a public parking garage. This public-private partnership includes a 742-car parking garage owned by the City of Eugene, two-thirds of which is below grade. The project includes 14,000 square feet of commercial space surrounding the parking area and, 170 units of market-rate housing, situated above the garage, with lushly landscaped courtyards. Broadway Place was completed in 1999. The apartments and retail space are managed by Lorig.



Post Alley & First and Pine, Seattle, Washington - Completed 1989

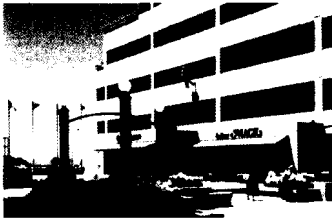
The public vision was to replace dilapidated building with low income housing and provide retail space expansion for Pike Place Market. As a result, Lorig developed and privately financed construction of 2 level commercial building integrally connected in a shopping arcade with public owned buildings, creation of small urban plaza, develop and sale of upper floors to Seattle Housing Authority for low-income housing.

About LORIG - Representative Projects



Wallingford Center, Seattle, Washington - Renovated 1985

In 1985, Lorig converted the former Interlake Elementary School into a vibrant mixed-use retail and residential complex now called Wallingford Center. Originally built in 1907, the building sat empty for many years. However, following our renovation, it quickly became the focal point of the neighborhood's rebirth. In addition to guiding the project through feasibility, community meetings and acceptance, and placing it on the Historic Register, we were responsible for the financing, construction and leasing. Lorig continues to own and manage this highly successful center today.



Market Place North Offices, Seattle, Washington - Completed 1980

The Pike Market Development Authority selected Lorig to develop the Market Place Offices. The building incorporates 120,000 square feet of offices and 28,000 square feet of retail in two mid-rise buildings of four and seven stories above a three level parking garage. Located next to Victor Steinbruck Park and the Pike Place Market, Market Place Offices feature panoramic views of Mt. Rainier, Elliot Bay and the Olympics. Separated by a central landscaped courtyard, the offices offer water views from all of the offices.



Market Place North, Seattle, Washington - Completed 1978

Selected by the Pike Market Development Authority, Lorig developed Market Place North a 56 unit mid-rise condominium with 31 townhouses over retail space. This urban village offers generously landscaped gardens and walkways. Tucked under the residential condominiums are 100 parking stalls and the 37,000 square foot Seattle Club. The project was built on one of the last parcels of land available for redevelopment within the Pike Place Urban Renewal District.

LORIG Team

Tom Fitzsimmons

Principal, Chief Executive Officer

Tom Fitzsimmons joined Lorig's management team as Chief Operating Officer (COO) in December of 2007. In this newly created role, Tom is charged with overseeing the day to day operations of the Company and providing overall administrative and operational leadership on behalf of the partners. Before joining Lorig, Tom served as Chief of Staff for both current Governor Christine Gregoire and former Governor Gary Locke. Tom brings 27 years of executive management experience in local and state government to his role at Lorig. He has served as Director of the Washington State Department of Ecology, where he managed more than 1,500 employees and a \$650 million biennial budget, County Administrator for Thurston County and as an Assistant to the King County Executive. Tom has also owned and managed his own consulting firm. Tom's role in Lorig and his past experience are critical to ensuring that Lorig projects are exceptionally managed and meet or exceed all expectations of the investors, owners and communities. In addition, Tom's experience in community development, environmental permitting, public participation processes, land use planning and negotiation will be an valuable contribution to Lorig projects involving public/private sector partnerships.

Tory Laughlin-Taylor

Principal, Project Development

Tory Laughlin Taylor has recently joined Lorig, serving as a Principal-in-Charge of development projects and as a member of the management team. Previously Tory served as Vice President for the Pacific Northwest of AF Evans Development Company, running its Seattle office from 2004 through 2007. Tory has been developing affordable housing and urban mixed-use projects since 1991 for both non-profit and market-sector organizations in the Puget Sound and Washington, DC regions. Her 25-year career spans the interrelated fields of historic preservation, urban revitalization, community development, and multi-family housing development. Tory holds an MBA in Real Estate Finance and Development from George Washington University and a BA from Harvard College.

Dayna Dealy

Sr. Project Manager

Dayna is a Senior Project Manager at Lorig. Her responsibilities cover the entire development process - from initial feasibility through design, construction, and completion. She has worked on a number of Lorig's largest projects, including the University of Washington's Nordheim Court, Radford Court Apartments, Uwajimaya Village, Eastvold Hall at Pacific Lutheran University, and Saint Martin's University. Dayna brings a broad range of experience in real estate services including a focus on green building practices, property management and site acquisition. Dayna is a LEED accredited professional and has been a board member of Action: Better City since 1999.

Nicole R. Faghin

Principal, Planning & Environmental Services, Reid Middleton, Inc.

Nicole Faghin is a land use and environmental permit specialist trained as a planner and lawyer. She has over 18 years of experience in resource agency coordination and the public involvement process. Nicole specializes in coordination and facilitation of the complex permitting process for shoreline projects involving local, state, and federal agency coordination. Nicole has been responsible as project manager for a variety of complex planning, permitting, and land development projects for industrial, commercial, and residential facilities. Her clients are cities, ports, private developers, and others developing within the shoreline jurisdiction. Nicole is an active member of the Washington Planning Association Legislative Committee and is trained as a facilitator and mediator. She has applied a number of public involvement strategies throughout the years for master plan and community development projects. In addition to planning experience, Nicole has practiced law in the field of land use, environmental, and real estate development and has been trained in Mediation. Select experience includes:

Westport Boat Basin Master Plan, Port of Grays Harbor

Project manager for a master plan to evaluate potential redevelopment of a commercial fishing boat basin. The master planning effort included a demand study for both in-water and upland facilities and infrastructure assessment and evaluation of potential redevelopment schemes. Cost estimates were developed for alternatives. Facilitated an advisory committee for the master planning effort and presented findings and information to the community at a series of community workshops.

Fairhaven Comprehensive Scheme of Harbor Improvements, Port of Bellingham, WA

Project manager for an update of the Fairhaven Scheme of Harbor Improvements. This effort involved review of five different areas to determine alternatives for the next 10 years of development. The project includes presentations to community groups and advisory committees and Port Commissioners. An industrial-land supply study was included.

Coquille Economic Development Corporation Master Plan, North Bend, Oregon

Nicole Faghin served as project manager for this 50-acre-plus master planning project for a tribe in North Bend, Oregon. The site, previously owned by Weyerhaeuser, is adjacent to Coos Bay. The multi-disciplinary team of planners, economists, architects, urban designers, and engineers are engaged in a four-phase master planning effort to determine a commercial redevelopment plan for the waterfront site.

La Conner Marina Master Plan, Port of Skagit County, WA

Nicole Faghin leads a team of engineers, economists, biologists, and urban designers to prepare an update to the La Conner Marina Master Plan. Phase I of this master planning effort involved an extensive evaluation of the existing conditions of the site - both uplands and in water. The project involves coordination with an Advisory Committee selected by the Port to provide input to the planning process that will eventually lead to reconfiguration of a 450-slip marina and 40 acres of uplands.

Port of Port Townsend Comprehensive Scheme Update, Port of Port Townsend, WA

Project manager for update of Port Comprehensive Scheme including nine different properties. Update process included economic and environmental analysis of proposed alternatives and integrated SEPA analysis. Process included close coordination with Advisory Committee representing diverse community. Established existing conditions using GIS, developed set of alternatives for each site, tested alternatives against environmental, political, and economic factors, and selected preferred alternatives. Prepared EIS to evaluate alternatives. Properties analyzed included two separate marinas with in-water and upland development potential, three boat ramps, and other marine related facilities.

Education

*Juris Doctorate, Northeastern University School
of Law, Boston, 1987
Master of City Planning, Massachusetts Institute
of Technology, 1986
Bachelor of Arts, University of Washington,
1981*

Snohomish County Shoreline Master Program EIS, Snohomish County, WA

Project manager responsible for preparation of non-project EIS for proposed Shoreline Management Program Update. EIS included Economic Impact Assessment. In separate documentation, a Cumulative Impact Assessment was prepared in compliance with Shoreline Guideline requirements to prepare such a study. Presented EIS findings to Snohomish County Planning Commission.

Riverside Business Park, Port of Everett, Everett, WA

Project manager for all aspects of planning, permitting, and environmental review of 80-acre business park along Snohomish River. Managed EIS process, negotiated terms of shoreline permitting, developed plan amendment for adoption by Port Commissioners to amend their Comprehensive Scheme of Harbor Improvements.

Thea Foss Guidelines Update, City of Tacoma, WA

Project manager for an update to the Thea Foss Waterway Design and Development Plan. This plan is a combination of the City's Shoreline Master Program and various elements of the City's land use code. The update involves complete update and re-evaluation of development standards within the shoreline zone, update of the land use matrix in this area, revision of the procedural process for issuing land use permits within the shoreline zone, and substantive review of various development issues that included view corridors, heights, and public access and landscape requirements. The update includes coordination with various city departments and presentations at public meetings.

City of Edmonds Shoreline Master Program Update, City of Edmonds, WA

Project manager for update of local jurisdiction Shoreline Master Program based upon new DOE Guidelines. Responsible for managing all aspects of update process including inventory, analysis, environment designation development, GIS mapping, updated goals and policies and regulations, cumulative impact analysis, and restoration plan.

Sawmill Cove Industrial Park Master Plan Management Structure, Sitka, AK

Project planner responsible for developing management structure for City and Borough of Sitka. Facilitated discussions with Assembly to establish management of proposed industrial park. Prepared documentation of regulatory constraints on use and operations of industrial park.

Design Guidelines, City of Tukwila, Tukwila, WA

Regulatory analyst for City of Tukwila project to revise and implement new Commercial and Industrial Design Guidelines. Responsible for analyzing consistency of new guidelines with existing comprehensive plan, zoning regulations, and other regulations and guidelines. Project will involve presenting findings to Planning Commission and Council for review. Final product will include drafting guidelines and preparing revisions to zoning code to implement new guidelines.

Critical Infrastructure Plan, Snohomish County, WA

Senior planner to develop future funding and planning needs for the countywide infrastructure. The plan identified and addressed existing infrastructure needs for the next 20 years in Snohomish County. Prepared an infrastructure needs assessment involving data collection and analysis of all CIP/TIPs from 20 Snohomish County Jurisdictions and all Snohomish special purpose districts. Data was translated into a matrix demonstrating gaps in funding for infrastructure needs.

Statewide Infrastructure Study

Washington Department of Public Works and Department of Community and Economic Trade

Project manager for data collection and CIP/CFP collection effort for multi-phased, statewide infrastructure study. As part of team of consultants, Nicole managed the Reid Middleton efforts to collect and analyze CIP/CFPs from 450 jurisdictions that included 275 cities, 39 counties, 152 water and sewer districts, and 19 public utility districts in Washington State. Developed matrix for input of data to create resource base for analysis of statewide infrastructure needs and availability of funding sources.

Hugh N. Kuyper, PE, PLS

Director - Civil Projects Group, Reid Middleton, Inc.

Hugh Kuyper has over 30 years' experience in civil engineering and surveying. His broad range of capabilities includes project management, project planning, master planning, design, contract administration, construction engineering, and engineering studies, as well as value engineering. Hugh's specific expertise is in the planning, design, and construction administration of the civil engineering elements for site development projects for public- and private-sector clients. Many projects are on large campus settings and many require complex phasing to maintain campus and building functions. The civil engineering elements include water and sewer utility systems, storm drainage, stormwater detention and water quality, roadways, fire access, parking lots, site grading, hydraulics and computer modeling, and construction management.

Hugh's current responsibilities include project management and engineer for site development projects, developing and maintaining professional relationships within the architectural and site development community, and managing the construction contract documents department. Hugh has been instrumental in developing specifications and construction contract document standards and procedures for the firm and expanding staff expertise in this area. Select project experience includes:

University of Washington North Campus Site Recommendation Study Island, Skagit, and Snohomish Counties, WA

Performed analysis of infrastructure availability and infrastructure improvement requirements for sites under consideration for a future branch campus of the University of Washington. Applied three-tiered criteria to multiple sites that included determining whether sites were in utility service areas, the existing capacity of utility systems, the extent of any off-site improvements required to provide utility services to the sites, and evaluation of on-site infrastructure construction. Prepared cost estimates for on- and off-site infrastructure construction. The State of Washington and the University of Washington are considering constructing a new branch campus of the University of Washington in the north Puget Sound region. The State solicited the submittal of proposals for candidate sites from the public. A total of 84 sites from throughout Island, Skagit, and Snohomish Counties were submitted for consideration.

Snohomish County Campus Redevelopment Initiative, Everett, WA

Project manager for a utility study and subsequent redevelopment of the county-owned, three-square-block campus and buildings in Everett, Washington. The redevelopment included office buildings, parking garages, administration buildings, and a criminal justice facility. Construction budget is \$166 million. The site redevelopment affects surrounding city streets and utilities. Utilities being studied are water, fire protection, sanitary sewer, storm drainage, telephone, natural gas, and electric power. A significant challenge was maintaining function of the campus during redevelopment.

North Marina Redevelopment, Infrastructure Phase 1, Port of Everett, Everett, WA

Project manager for civil engineering design of a 67-acre, mixed-use development on the City of Everett waterfront. The \$400 million development included about 1.5 million square feet of building space consisting of residential condominiums, commercial, retail, restaurants, hotel, and office buildings. In addition, a consolidated boat yard, public

Education

Bachelor of Science, Civil Engineering, University of Washington, 1976
Arctic Engineering, Graduate Studies, University of Alaska at Anchorage, 1993
40-Hour Value Engineering Workshop, Society of American Value Engineers

Professional Registration

Civil Engineer / WA / 17671 / 1978
Land Surveyor / WA / 17671 / 1978

Professional Affiliations

American Society of Civil Engineers
Construction Specifications Institute

recreation, and open spaces are provided. The project is a complex multi-phase development requiring maintaining operations to existing businesses; interfacing with multiple design teams; coordinating with numerous Port of Everett departments; and complex permitting processes from local, state, and federal authorities. Work included master planning; engineering design; and construction documents for streets, parking lots, utilities, and storm drainage.

Redevelopment & Expansion, U.S. Port-of-Entry, Pacific Highway, Blaine, WA

Project manager for the redevelopment and expansion of the existing commercial truck and auto port-of-entry located on SR543 at the Canada/United States border. This facility is the major commercial crossing servicing the Interstate 5 corridor. The facility houses Government Services Administration (GSA) and six Federal Inspection Agencies (FIA). The project was phased to minimize disruptions and allow continued border operations during the project. Responsibilities included civil engineering design of site grading, drainage, sanitary sewer, water distribution, storm water detention, water quality, and wetlands. Coordinated with city, county, federal, and Canadian government agencies.

Lynnwood Rotary Retirement Housing, Lynnwood WA

Reid Middleton provided civil engineering on a 3.16-acre site for a 121-unit housing development that included a 115-stall parking lot. The firm assisted in acquiring the conditional use permit and provided engineering for drainage, grading, erosion control, and water and sewer. The project also included hydraulic calculations and design for stormwater quality and detention. The firm also provided construction observation for the civil engineering design elements.

Halls Lake Business Park, Mountlake Terrace Office Campus Park, Mountlake, WA

Project engineer providing final civil site design, master planning, and construction-phase services for a phased, five-building project on a 53-acre site. Responsibilities included master planning for utilities, storm drainage, and roadway improvements; preparing construction documents for developing three of the buildings; and construction observation for the civil design elements. Design responsibilities included sewer, water, and storm design for full build out; site grading and drainage; storm retention; roads; sanitary sewer; storm drains; water; earthwork quantities; liaison with owner's representative, architect, and review agencies; and obtaining approvals. Prepared hydraulic reports, including water quality features to meet City requirements.

Lake City Fred Meyer, Seattle, WA

Project civil engineer for construction of a 125,000-square-foot, two-story retail store on a 5.6-acre site. Work included design, construction cost estimating, permit coordination, assistance with rezone, and construction-phase services. Design involved on-site grading, drainage, detention, stormwater quality, water, sanitary sewer, earthwork, temporary shoring walls, and permanent retaining walls. Off-site work included frontage road improvements, a water main relocation, and a traffic signal.

Salmon Bay Fred Meyer Retail Store / Industrial Development, Seattle, WA

Redevelopment of an existing heavy industrial site into a mixed retail / industrial site. Services provided included negotiation with city and state agencies, boundary and topographic surveys, preparation of preliminary drainage plans, preparation of preliminary construction cost estimates, and representation at community meetings.

Julian L. Dodge, PE, LEED™ AP

Senior Civil Engineer, Reid Middleton, Inc.

Julian Dodge has more than 25 years of experience in civil and construction engineering, design, and surveying for a wide variety of municipal, transportation, port, and waterfront and site development projects. He has a wide range of capabilities including engineering studies, project planning, preparation of construction documents, and design of site grading, roads, storm, sanitary, and water systems. Julian's current responsibilities include project management and project engineering for site development. Julian has substantial experience in construction inspection and quality control of transportation and site development projects, including coordination of contractors' efforts, project inspection, quality control testing, and project documentation. Select project experience includes:

Discovery Park Capehart Housing Emergency Sewer Reconnection, Seattle, WA

Design and construction engineer for sanitary sewer conveyance system. Designed and prepared drawings and specifications for over 2,000 feet of eight-inch sanitary sewer main and appurtenances. Contract documents were completed within a tight schedule due to the emergency nature of the project.

Halls Lake Business Park Building No. 1, Mountlake Terrace Office Campus Park, Mountlake, WA

Project engineer providing civil site design and construction phase services for remodel of Building Number One office building. Design responsibilities included sewer service, paving, and reconfiguring the fire protection and domestic water system. Also reconfigured the storm water system including water quality facilities to meet City requirements. Coordinated and submitted drawings, design documents, and hydraulics report to City for permitting. Coordinated other Reid Middleton services for the project including traffic studies and topographic surveys.

Carol Edwards Center, Woodinville, WA

Project manager for civil engineering and surveying for the renovation of the Carol Edwards Center and adjacent ball fields in Woodinville, Washington. The project consisted of renovating the existing community center buildings, demolishing buildings on 175th Street and NE 131st Avenue, and constructing ball fields and parking areas. The two, new parking areas provide approximately 200 stalls with access from 131st Avenue. Civil design elements included erosion control, storm drainage, detention, water quality, and water services.

Water Main Replacement, Echo Glen Children's Center, King County, WA

Lead engineer for water system improvements at Echo Glen Children's facility. The project included a topography and existing features survey and preparation of a predesign study, plans and specifications, and construction administration. The predesign study included modeling of the domestic and fire protection systems. The project replaced approximately 8,000 feet of water lines, added fire hydrants and associated valves, and reconfigured the existing well and water tank systems.

Fire Protection Loop Road, Echo Glen Children's Center, King County, WA

Lead engineer for \$900,000 of improvements to the fire access road and the storm-water system at Echo Glen Children's facility. The project included a topography and

Education

*Bachelor of Science, Construction Engineering,
Montana State University, 1987*

Professional Registration

*LEED™ Accredited Professional, US Green
Building Council*

*Professional Engineer, Civil Engineering,
Washington, 33728, 1997*

*Construction Document Technologist, Construc-
tion Specifications Institute, 1995*

Professional Affiliations

*American Public Works Associations
Associated General Contractors of Washington*

existing features survey and preparation of a predesign study, Technical Information Report, plans and specifications and construction administration. Project elements included 6,000 feet of asphalt and cement-concrete fire access roads, 3,000 feet of sidewalks and maintenance roads, storm system improvements, a new stormwater detention pond, and biofiltration

Industrial Skills Center Phase II, Puget Sound Naval Shipyard, Bremerton, WA

Project engineer for the preparation of the Request for Proposal (RFP) solicitation package for design and construction of the addition to the Industrial Skills Center, demolition of various buildings, and relocation of two other buildings. Prepared drawings and specifications for the site civil portion of the RFP including the demolition and relocation requirements. Other elements of the work included site layout, grading, paving, fire protection, domestic water, sanitary sewer, storm drainage, and erosion control. Also responsible for coordinating the site surveys.

Halls Lake Business Park Building No. 5, Mountlake Terrace Office Campus Park, Mountlake, WA

Project manager for the expansion of the existing parking lot. The parking lot design included adding 90 additional parking spaces to the site. Design included grading, paving, storm sewer with detention and water quality facilities. Other project elements included temporary erosion control, landscaping, and irrigation. Construction phase services included coordinating geotechnical and concrete inspection and testing. Also responsible for preparation of the environmental checklist required by the State Environmental Policy Act (SEPA).

Mariner Park & Ride Expansion, Community Transit, Snohomish County, WA

Design and construction engineer for expansion of existing park and ride facility. Prepared hydraulic analysis to size conveyance, storm detention and biofiltration facility. Designed temporary erosion control, grading, stormwater detention, paving and connection to existing water main for the parking area expansion. During construction phase, coordinated sewer repair and water main relocation with utility district.

Everett Mall, Everett, WA

Project engineering responsible for stormwater modeling and design of detention and water quality facilities for the 68-acre mall site. Design included biofiltration, vaults, and ponds.

Demolish Bldgs 437 and 853, Naval Base Kitsap, Bremerton, WA

Project Manager. Reid Middleton provided engineering services for the demolition of two buildings at Naval Base Kitsap in Bremerton, Washington, and converting the building sites to parking areas. Demolition involved a hazardous materials and hazardous waste survey, identification of utility disconnection points and utility relocations, development of the demolition plan, cost estimates, and bid package. The parking design included parking lot layout, grading, and storm drain design and lighting. Designs were also provided for the relocation of existing steam lines, sanitary, and storm services for an adjacent building.

Regional Detention Facility Study, Green River Community College, Auburn, WA

Civil project manager for a feasibility study to construct a regional stormwater detention facility for Green River Community College. The options studied included a detention pond, utilizing existing woodland wetlands and underground vaults. The facility would be sized to provide detention for the campus master plan build out. Project responsibilities included basin analysis, hydraulic calculations using KCRS, concept drawings of the facility, and proposed drainage systems.

Brian C. Moon, PE, SE

Senior Structural Engineer, Reid Middleton, Inc.

Brian Moon has over 24 years of structural engineering experience on projects ranging from multi-story buildings to long-span bridges. He is the structural engineer-of-record for projects throughout Washington and other states with a total construction valuation of over \$100 million. His design expertise includes structures of reinforced and pre-stressed concrete, structural steel, masonry, and timber. He is exceptionally qualified in the design of new structures and the rehabilitation of existing structures. Select project experience includes:

Saint Edward State Park, Seminary Building, Kenmore, WA

Project manager and structural engineer-of-record for the evaluation and design of earthquake repairs to an historic four-story, 75,000-square-foot, reinforced-concrete building at Saint Edward State Park. Tasks include a seismic evaluation, construction document preparation, and construction administration services for a 1931 building that has been on the Washington State Heritage Register since 1997. Structural design included structural stabilization of a 40-foot-tall, unreinforced-masonry chimney and comprehensive nonstructural repairs to classrooms heavily damaged in the 2001 Nisqually earthquake.

Frances Anderson Center Seismic Retrofit, Edmonds, WA

Project manager and structural engineer-of-record for the seismic retrofit of the Frances Anderson Center, the primary public recreational facility within the City of Edmonds. The complex operates within a former elementary school building that was originally constructed in 1928. Several additions and modifications to the complex occurred in the late 1940s and early 1950s. The facility is comprised of a mix of reinforced concrete and unreinforced masonry supporting floor and roof systems of wood-frame construction. Rehabilitation will be performed in accordance with applicable provisions of a pre-disaster mitigation grant program authorized by the Washington State Military Department and the Federal Emergency Management Agency (FEMA).

Naval Reserve Center, City of Seattle, Seattle, WA

Project manager for a FEMA 310, Tier 1 seismic evaluation of the former Naval Reserve Center Armory Building on South Lake Union, now the property of Seattle Parks. The two-story, reinforced-concrete structure is partially supported on timber piles and sustained some damage in the 2001 Nisqually earthquake due to differential movement of the building relative to adjacent timber wharf structures. A detailed geotechnical study was performed to evaluate short-term and long-term settlement data of the building.

South Park Community Center, City of Seattle, Seattle, WA

Project manager and structural engineer-of-record for post-earthquake damage assessment and design of repairs to the South Park Community Center. The FEMA-funded project included the design and construction services for earthquake repairs that included the implementation of fiber-reinforced polymer (FRP) composites to strengthen the damaged masonry building.

Industrial Skills Center, Puget Sound Naval Shipyard, Bremerton, WA

Project manager and structural engineer-of-record for the structural rehabilitation and seismic upgrade of an historic unreinforced-masonry (URM) building at the Puget Sound Naval Shipyard. Design utilized performance-based FEMA seismic rehabilitation

Education

Master of Science, Civil Engineering, University of Hawaii, 1983

Bachelor of Science, Civil Engineering, University of Hawaii, 1982

Registrations

Professional Structural Engineer, Hawaii, 71055

Professional Engineer, Washington, 35945

guidelines. The original building was constructed in 1903 and is a contributing property to the Shipyard National Historic Landmark District.

Chemical/Metallurgical Facility, Puget Sound Naval Shipyard, Bremerton, WA

Senior engineer for a seismic evaluation and preparation of design-build RFP implementing seismic upgrades to an existing building in the Controlled Industrial Area (CIA) of the Shipyard. The original two-story building is an unreinforced brick masonry building constructed in 1896. Originally a pattern shop supporting Navy sailing ships, the building was restored and refurbished into a chemical/metallurgical lab facility while maintaining its status as a contributing property to the Shipyard National Historic Landmark District.

Washington Soldier's Home, Steam Plant Seismic Retrofit, Orting, WA

Project manager and structural engineer-of-record for the seismic retrofit of an existing steam plant at the Washington Soldier's Home in Orting, Washington. The original 1936 building is a one-story reinforced concrete structure with riveted steel trusses supporting a timber roof. Seismic retrofit was based on the provisions of the Department of Veterans Affairs' H-18-8 "Seismic Design Requirements" for essential facilities in an area of high seismicity. The project includes compaction grouting as a method of ground improvement to mitigate the potential for liquefaction for the building, which is founded on a historic mudflow.

Rosehill Community Center Seismic Evaluation, Mukilteo, WA

Project manager for the seismic evaluation of a two-story, 30,000-square-foot former school building consisting of reinforced concrete walls and wood-framed floors. An evaluation report was prepared for the City of Mukilteo that identified deficiencies and included recommendations for short-term and long-term rehabilitation.

Industrial Engineering Study at Puget Sound Naval Shipyard, Bremerton, WA

Senior engineer for seismic evaluation and concept retrofit design of six shipyard buildings with a total floor area of approximately 1,000,000 square feet. The area of study is designated as a National Historic Industrial Area Landmark District and four of the buildings included in the study are contributing properties.

Nisqually Earthquake Response and Recovery, City of Seattle DCLU, Seattle, WA

Senior structural engineer for comprehensive earthquake response and recovery operations to the City of Seattle following the 2001 Nisqually Earthquake. Performed ATC-20 post-earthquake safety evaluations, structural inspections, permitting, and evaluations of proposed earthquake repairs and rehabilitation for hundreds of buildings in the City of Seattle. Tasks included participating in post-earthquake damage assessments, emergency-shoring evaluations and review, construction inspections, damage documentation, research, and assistance in development of the City's earthquake repair and retrofit policies.

Seismic Evaluations & Post-Earthquake Repairs, City of Seattle Parks & Recreation, Seattle, WA

Project manager for emergency post-earthquake damage assessment and safety evaluation Seattle Parks facilities following the 2001 Nisqually earthquake. Tasks included rapid and detailed visual screening, damage documentation, and repair recommendations. Facilities included the Green Lake Community Center and Shell House, Hiawatha Community Center, Alki Beach Bathhouse, and the Roy Street Maintenance Facility.

Marni C. Heffron, P.E., P.T.O.E.
President

EDUCATION

B.S., Civil Engineering, University of Washington

PROFESSIONAL QUALIFICATIONS

Professional Engineer, State of Washington
Professional Traffic Operations Engineer

RELEVANT PROJECTS

- North Bay Master Plan & EIS. Marni led the transportation analysis for the Port of Seattle's North Bay Master Plan and subsequent EIS. This project seeks to redevelop up to 94 acres of uplands at Terminal 91 plus potential redevelopment of the Armory site in the Interbay area of Seattle. Key issues included coordinating with City of Seattle staff regarding future plans for replacement of the Magnolia Bridge, evaluating changes to the City's Comprehensive Plan, and working with the master planning team to design internal roadway networks and transportation infrastructure. This work also included coordinating with all major transit agencies including Sound Transit, King County Metro, and the Seattle Monorail regarding the potential to locate a multi-modal hub on or near the North Bay site.
- Microsoft Campus Master Plan. Marni provided transportation and parking planning for Microsoft's Redmond Headquarters Campus Master Plan. The firm's role in this project was to evaluate on-site traffic operations and parking needs associated with proposed development schemes. Many options were evaluated and incorporated into the final plan. The City of Redmond approved Microsoft's long-term development program in May 2005.
- Terminal 18 Improvement Project Master Plan and EIS. Marni managed all transportation planning and traffic engineering for the Terminal 18 Master Plan. This project added about 90-acres to the former 128-acre terminal, vacated several city streets, constructed an on-dock intermodal terminal, and rerouted rail access to the terminal. Heffron Transportation's work included planning street, rail, and parking improvements to serve the terminal and other businesses that will remain on Harbor Island. Heffron Transportation also directed preliminary engineering and cost estimating for the transportation improvements. Heffron Transportation prepared the transportation element for the Terminal 18 Improvement Project Environmental Impact Statement (EIS), which evaluated the project's rail, traffic, parking, and construction impacts.
- Fremont Circulation Study. Marni managed this study of the core area of Fremont. The study recommended substantial changes in the existing circulation system that will be needed to accommodate the new growth in Fremont. The study process included in-depth outreach to community stakeholders and business owners to obtain insight regarding key issues, and gain support for the recommendations. Even before the study was complete, the City was able to secure developer contributions for some of the recommendations. Also, because the improvements worked as a system, the City was recently awarded a major Transportation Improvement Board grant to fund many of the top-priority recommendations.

- Amgen's Seattle Campus (Formerly Immunex Corporation Headquarters) at Pier 88 – Master Plan and EIS. Marni is providing ongoing assistance to Amgen as it continues to grow its Seattle campus at Pier 88. Prior to the Amgen acquisition, she provided transportation planning services to Immunex for the Campus Master Plan and EIS. Since that time, she has assisted the company in developing construction management plans, developing a comprehensive transportation management plan (TMP), and is assisting with additional planning for potential future expansion of the site.